



MILWAUKEE COUNTY

David Crowley, *County Executive*

2022 RECOMMENDED OPERATING BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Milwaukee County
Wisconsin

For the Fiscal Year Beginning

January 1, 2019 *

Christopher P. Morrill

Executive Director

Milwaukee County has submitted an application for the Distinguished Budget Presentation Award for presentation of its 2021 budget. The application is pending review by GFOA.

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INTRODUCTION

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Community Profile



**MILWAUKEE
COUNTY**

2022 RECOMMENDED 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, 2021

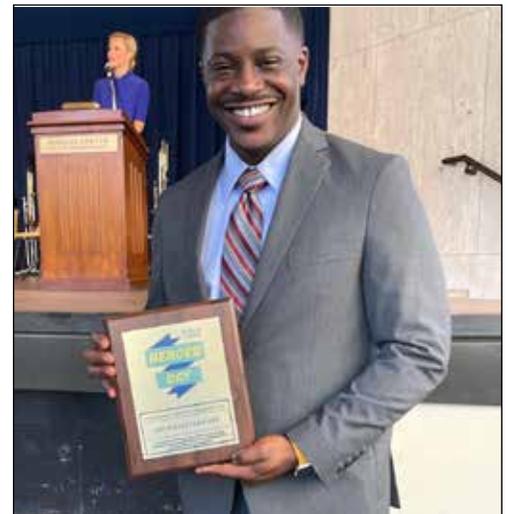
In the face of many challenges, the 2022 Recommended Budget makes significant investments in Milwaukee County's shared vision to achieve racial equity and by doing so become the healthiest county in Wisconsin.

Building on the first strategic plan for Milwaukee County government in 20 years, **this budget acknowledges the history of intentional, institutional, and systemic racism that has left area residents behind. Furthermore, it continues the transformation of Milwaukee County policies and practices to achieve health and racial equity for all residents.**

Milwaukee County passed a declaration of racism as a public health crisis in 2019 and a countywide ordinance in 2020 committing Milwaukee County government to advancing racial equity and eliminating racial health disparities. Milwaukee County's commitment to racial equity is significant as the County continues to face an ongoing crisis on two fronts: systemic racism and COVID-19.

The 2022 Recommended Budget continues to address dual, ongoing pandemics of COVID-19 and systemic racism by spotlighting the strategic focus area, ***Bridging the Gap***, to move resources upstream to address the root causes of racial health disparities. The budget begins to reimagine how Milwaukee County government is organized in order to enhance collaboration and build capacity among leaders, departments, and stakeholders. This change broadens the scope of the organizational structure that is needed to support Milwaukee County leaders and departments, increase accountability for achieving racial equity, and broaden reach to communities impacted by health and racial inequities, including other communities of color, LGBTQ+ and people with varying abilities.

The budget also builds on previous efforts to increase representation, include more perspectives at the decision-making table, and equitably compensate individuals. Departments once again used this year's Racial Equity Budget Tool when constructing their budgets, with the addition of identifying what departments would do if they had additional funds to specifically address



In August, County Executive Crowley accepted an award for Milwaukee County at the first ever Heroes Day event. The event was held at the Marcus Performing Arts Center (929 N. Water St.) to honor veterans, front-line workers and first responders. Milwaukee County Transit System (MCTS) and the Sheriff's Office were recognized with separate awards as well.

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racial equity. The most common response was making investments in attracting, supporting, and retaining a diverse workforce. This budget highlights the strategic focus area, **Intentional Inclusion**, by including the largest investment in employee compensation in recent memory and invests funds into addressing pay disparities.

The budget highlights the third strategic focus area, **Investing in Equity**, with targeted investments in our vision and strategic focus areas prioritizing funds to expand housing, mental health resources, advance public health and safety, and specifically address inequities in employee compensation.

The budget process began with a gap of \$20 million, but the gap was closed without major cuts to the services our community depends on. We've taken these steps forward despite grappling with a growing structural deficit created by state-imposed funding limits, the growing cost of state-mandated services, and irresponsible decisions made by leaders decades ago.

The federal dollars Milwaukee County has received to combat the pandemic, meet essential worker needs, or reclaim lost revenue are helpful to immediately respond to the public health emergency, but will not fix the County's long-term financial problems. Although Milwaukee County received \$183 million in American Rescue Plan Act funds, pandemic-related revenue loss will outpace the federal funds available. With this context in mind, the 2022 Recommended Budget prioritizes fiscal responsibility while continuing to focus on achieving racial equity and the continued implementation of our strategic plan.

Fiscal estimates show that, because of Milwaukee County's structural deficit, there will be no funding available to support local priorities by 2027. **With the fiscal cliff of 2027 inching closer, the next year will include a continued push to secure a local option sales tax for Milwaukee County, so we may reverse the trend of cutting services and embark on a new era of making long-term investments in local priorities and crucial government services.**

With the continued focus on implementing the strategic plan throughout Milwaukee County government, this budget puts the organization in the best position to continue our economic recovery and improve the lives of County residents. ■

Forward together,



David Crowley

EXECUTIVE SUMMARY



INVESTING IN EQUITY

A budget reflects values and, in the face of many challenges, the 2022 Recommended Budget remains a reflection of the efforts taken to transform Milwaukee County into the healthiest county in all of Wisconsin.

Despite the challenges that persist, Milwaukee County Executive David Crowley has proposed a budget that advances a vision to achieve racial equity and become the healthiest county in Wisconsin. Milwaukee County is equally committed to driving out hate, dismantling systemic racism in our institutions, and seeing the humanity in each of our residents.

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

in 2020 committing Milwaukee County government to advancing racial equity and eliminating racial health disparities. The 2022 Recommended Budget builds on the momentum of the last two years and continues to implement Milwaukee County's racial equity focused strategic plan, the first strategic plan to be developed in Milwaukee County government in over 20 years.

Milwaukee County's commitment to racial equity is significant as the County continues to face an ongoing crisis on two fronts: systemic racism and COVID-19. The COVID-19 pandemic has laid bare the inequities in our system and the difficulties with addressing the harm they pose to residents. The pandemic has only exacerbated the disparities many of us know all too well.

The 2022 Recommended Budget tackles both pandemics with targeted investments in the County Executive's vision to address the root causes of the inequities that have

C O N T I N U E D

THE 2022 RECOMMENDED BUDGET BUILDS ON THE MOMENTUM OF THE LAST TWO YEARS AND CONTINUES TO IMPLEMENT MILWAUKEE COUNTY'S RACIAL EQUITY FOCUSED STRATEGIC PLAN, THE FIRST STRATEGIC PLAN TO BE DEVELOPED IN MILWAUKEE COUNTY GOVERNMENT IN OVER 20 YEARS.

been magnified by the pandemic. The budget includes targeted investments in our vision and strategic focus areas, prioritizing funds to expand housing and mental health resources, advance public health and safety, and address race and gender inequities in employee compensation.

The 2022 Recommended Budget closes a budget gap of \$20 million with no major cuts to services our community depends on. The gap was closed due to a combination of prioritizing fiscal responsibility and smart investments. However, budget gaps will continue to persist because of a growing structural deficit—a perfect storm of state-mandated services and obligations we are still paying off today thanks to irresponsible decisions made by County leaders decades ago.

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

The federal dollars Milwaukee County has received to combat the pandemic, meet essential worker needs, or reclaim lost revenue are helpful to immediately respond to the public health emergency, but will not fix the County's long-term financial problems. Although Milwaukee County received \$183 million in American Rescue Plan Act (ARPA) funds, pandemic-related revenue loss is projected at approximately \$300 to \$400 million, far outpacing the federal funds available.

In the face of these challenges, Milwaukee County remains in a position to use the resources it does have to advance its strategic vision in 2022.

Bridging the Gap

The 2022 Recommended Budget prioritizes moving resources upstream to bridge the gap in health disparities that

currently makes Milwaukee one of the least healthy counties in Wisconsin.

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

To do so, our organization must be designed so our vision and strategy can drive our operations. The recommended budget creates a new, cabinet-level department named Strategy, Budget & Performance to clearly connect strategy and budget functions. The new department's strategy director will oversee cross-functional teams to work on organization- and community-wide strategies to advance the vision. Teams will also develop a Strategy Dashboard for tracking Milwaukee County's progress on advancing key performance indicators at the organizational level, as well as advancing indicators like housing, employment, and life expectancy at the community level.

The organizational re-design also modernizes the Office of the County Executive by building a properly resourced external communications function, and adding a director of legislative affairs position to advance these policies at various levels of government. Additionally, the Office on African American Affairs has been reimaged into an Office of Equity. The redesign provides a broader infrastructure for Milwaukee County to collaborate with and build the capacity of County leaders, departments, and stakeholders needed to transform policies, procedures, practices, and power structures to become a place where all citizens are healthy and thriving.

The office will continue to provide advice, guidance, research, and technical assistance to improve racial equity, leading efforts to ensure shared equity language and concepts are used across Milwaukee County. This change broadens the scope of the office in order to support

C O N T I N U E D

Milwaukee County leaders and departments, increase accountability for achieving racial equity, and broaden reach to communities impacted by health and racial inequities, including other communities of color, LGBTQ+ and people with varying abilities.

Office staff will continue to work closely with African American leaders and community organizations to ensure targeted outreach, resource connection, and service delivery to African American residents and communities.

Additionally, the 2022 Recommended Budget creates a new Children, Youth, and Family Services Division, which includes the former Division of Youth and Family Services as well as children’s programs within the former Disabilities Services Division.

Aligning these services for young people and their families reflects a shift away from outdated and ineffective corrections-based policies to preventative, rehabilitative, and community-based investments. Aligned with this strategy is the expansion of the Credible Messengers program, which provides critical support to young people transitioning from Lincoln Hills and Copper Lake Schools to maximize opportunities for success and integration into the community. The 2022 Recommended Budget expands this investment with an appropriation of \$1.25 million for advocacy, mentoring, emotional first aid, community engagement and violence mediation for youth justice system involved youth.

When it comes to services for older adults, the budget

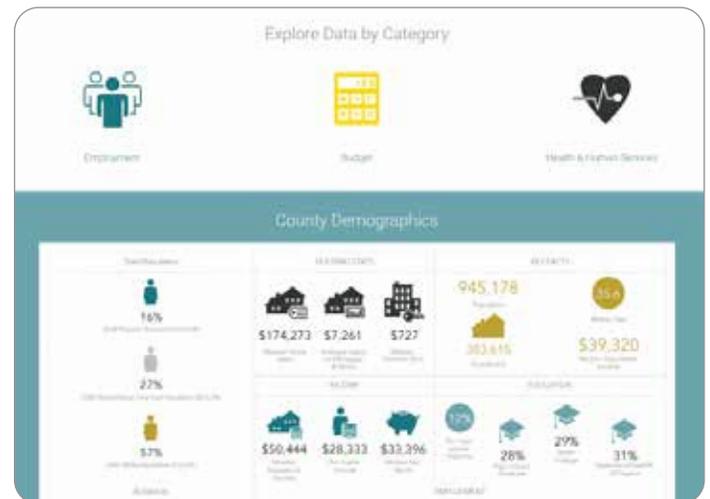
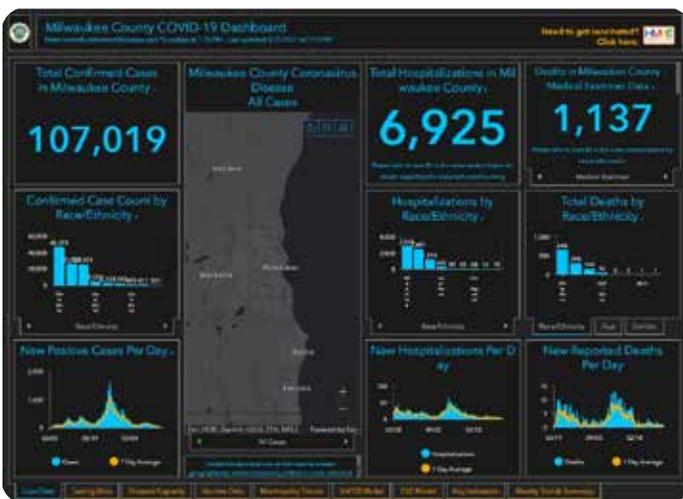
expands the Dine Out pilot program to reach more seniors who live in underserved neighborhoods. The program is estimated to serve an additional 7,000 meals and offer cultural food items as well as cater to a broader range of dietary preferences.

Cabinet-level departments will continue to work together in 2022 to bridge the gap in health disparities. The recommended budget adds two new positions to the Office of Emergency Management to track and analyze health data with a racial equity lens. Their work provides information that will help break down silos and identify needs among various populations and assist Milwaukee County in developing a targeted strategy to address disparities.

The focus on data, transparency, and accountability builds upon Milwaukee County’s nationally recognized COVID-19 dashboard and the Milwaukee County Open Data portal. The portal was released in 2021 to provide transparent access to Milwaukee County datasets. Initial data sets included budget data, employment statistics by race, gender and age, information on behavioral health services and data from the Medical Examiner’s office. More data sets will become available in 2022.

The House of Correction and Department of Health & Human Services are partnering to provide housing navigation services for residents ahead of their transition back into the community. The budget creates a community intervention specialist position to specifically support residents in securing housing and improving their chances of not

C O N T I N U E D



DIGITAL DASHBOARDS Milwaukee County’s strategic focus areas have been made tangible through digital projects that advance data, transparency, and accountability. The Milwaukee County COVID-19 dashboard received national attention for being one of the earliest to provide race and ethnicity data about the pandemic’s impact. It has been used by public health officials to help plan where to set up testing and vaccination sites. The Open Data Portal was released in 2021 to provide transparent access to Milwaukee County datasets. Initial datasets included budget data, employment statistics and behavioral health services information, and more data sets will become available in 2022.

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.

recidivating once re-entering society. The budget also funds a human services worker position to help improve literacy, math, and life skills to help residents be successful once they are no longer in our care.

The Behavioral Health Division will continue Crisis Assessment Response Team expansion in collaboration with the Milwaukee County Sheriff’s Office and Milwaukee County Office of Emergency Management for dispatching mental health resources.

Additionally, several departments collaborated to develop a Food Service Master Plan to improve the quality and service delivery of food for residents in our care. The budget creates a manager of contracts position in 2022 to provide better coordination of food contracts between the House of Correction, Criminal Justice Facility, and Vel R. Phillips Youth & Family Justice Center. The budget also includes funds for food service equipment repair and maintenance. This is the first step in a larger effort to implement significant kitchen renovations, improved food quality, and future job training programs for residents.

Creating Intentional Inclusion

Milwaukee County is intentionally working to diversify our workforce at all levels of our organization so county government reflects the full diversity of the community we serve. Creating intentional inclusion also means building an inclusive workplace where the culture, values, and opinions of various groups are represented in the decision-making process.

The 2022 Recommended Budget builds on previous efforts to increase representation, include more perspectives at the decision-making table, and equitably compensate individuals. Milwaukee County cannot deliver the essential services our community depends on without our employees, and it is up to County leadership to ensure our workforce is engaged, supported, and adequately compensated for the work they do to advance our shared racial health equity goals.

This budget includes the largest investment in employee compensation in over five years, with a proposed 2% across-the-board pay increase for employees in April

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2022. In addition, an annualized investment of \$5 million is included to address disparities in pay by race and gender. The greatest disparities within departments will be identified as the Department of Human Resources finalizes its countywide compensation study, with recommendations expected in July 2022.

Milwaukee County is also committed to keeping health care affordable for employees and their families. Health care premiums will not change in 2022. Milwaukee County's premiums are below market rate for both government and private sector, and the County has not raised health care premiums for the past three years.

The budget makes small changes to employees' dental plan, with an increased deductible to \$50 from \$25 per person, decreased basic co-insurance from 100% to 80%, and decreased major co-insurance from 80% to 60%. The increase in compensation for employees will be larger than any rise in dental costs.

Pension contributions for general employees will go down in the coming year, from 6.2% in 2021 to 6.1% in 2022. Contributions for public safety employees are slated to increase slightly, from 9.7% in 2021 to 9.9% in 2022, pending agreements made in the collective bargaining process.

Departments once again used this year's Racial Equity Budget Tool when constructing their budgets, with the addition of identifying what departments would do if they had additional funds to specifically address racial equity. The most common response was making investments in attracting, supporting, and retaining a diverse workforce. As a result, the 2022 budget includes three new positions in the Department of Human Resources to support such efforts across the entire organization.

A training and development specialist position is created in Human Resources to coordinate racial equity training as part of the countywide learning and development function. A new data analytics coordinator will establish and maintain workforce data, evaluate racial equity training effectiveness, and drive toward key performance indicators of equity. Additionally, a new diversity recruiter position is created to exclusively focus on seeking out candidates from underrepresented backgrounds. This position will build relationships with outside organizations to develop diverse talent pipelines and conduct sourcing, and partner with departments to create and execute strategic recruitment plans. An additional allocation of \$60,000 is included in 2022 to provide more resources for advertising positions to communities across Milwaukee County.

Milwaukee County is always working to improve our efforts to build a more diverse and inclusive workplace. Several departments are also increasing recruitment and outreach to a broad variety of community affinity groups, trade and neighborhood associations, minority chambers, schools, and other partners.

The 2022 budget includes three additional park maintenance workers to leverage the successful Fresh Coast Fresh Start and Fresh Coast Ambassador programs, which connect underrepresented individuals to careers in green infrastructure maintenance. The budget also funds the Zoo's creation of a new diversity, equity, inclusion and accessibility position to advance Milwaukee County's vision and ensure alignment with Association of Zoos & Aquariums standards.

Additionally, the Department of Human Resources will continue to establish criteria to ensure interview panels across Milwaukee County are balanced by gender and race.

Investing in Equity

The 2022 budget continues reimagining how Milwaukee County invests its resources to address the root causes of problems and eliminate barriers so residents can live successful, healthy, full lives.

This year, 2021, was the inaugural year of the Grants &



Special Projects Division, established with the goal of enhancing Milwaukee County's ability to compete in grant contests and implement projects. The division also serves as a mechanism for financial sustainability to maximize resources and break down barriers in addressing departmental resource needs to advance health and racial equity.

As of September 2021, staff have supported 32 different grant opportunities in collaboration with 22 unduplicated Milwaukee County leaders from across administrative and elected offices. These proposals represent \$30,943,834 in requests, of which 11 projects were awarded for \$17,994,581, with 20 projects pending notice of award.

The grants unit will be focused on operationalizing grant development and planning strategies in 2022. This includes working closely with departments to define the department's strategic priorities, identify resource gaps, and target revenue opportunities that can further those initiatives. In 2022, the division aims to secure at least \$15 million in competitive grant revenue to advance Milwaukee County's vision.

The levy for Emergency Medical Services (EMS) municipal subsidy will be reset to 2012 levels, bringing the total to \$3 million in 2022. The Office of Emergency Management (OEM) will distribute this funding countywide to support city and village transport EMS services using an equitable formula based on municipal population, geographic square miles, paramedic call volume, and necessary improvements to the EMS system. This contribution sustains OEM's



IMPROVING ACCESS TO CARE *The new Mental Health Emergency Center is a joint venture between Milwaukee County and the area's four health systems. 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 the Behavioral Health Division live, improving access to care for many Milwaukee County residents. The facility is targeted to open next spring.*

strong relationships with local fire departments and aims to improve service delivery by focusing on health equity.

Community-based health services continue to be a top priority, and the 2022 Recommended Budget continues to fund important services related to community health. The Mental Health Emergency Center is an example of the usefulness of public-private partnerships. The facility is a significant milestone in the work to improve mental health services and improve the quality of life for Milwaukee County residents. Often, one of the largest barriers to receiving support is knowing where to go for help, which is why providing a center that offers easily accessible, mental health specific services right in our community is so important. The new facility is in close proximity to where more than 70% of the patients currently served by the Behavioral Health Division live, improving access to care for many county residents.

Psychiatric Emergency Services will shift to the new Mental Health Emergency Center in spring 2022. Inpatient services will transition to the new Granite Hills hospital operated by UHS in West Allis beginning this year, with full transition anticipated by mid-2022.

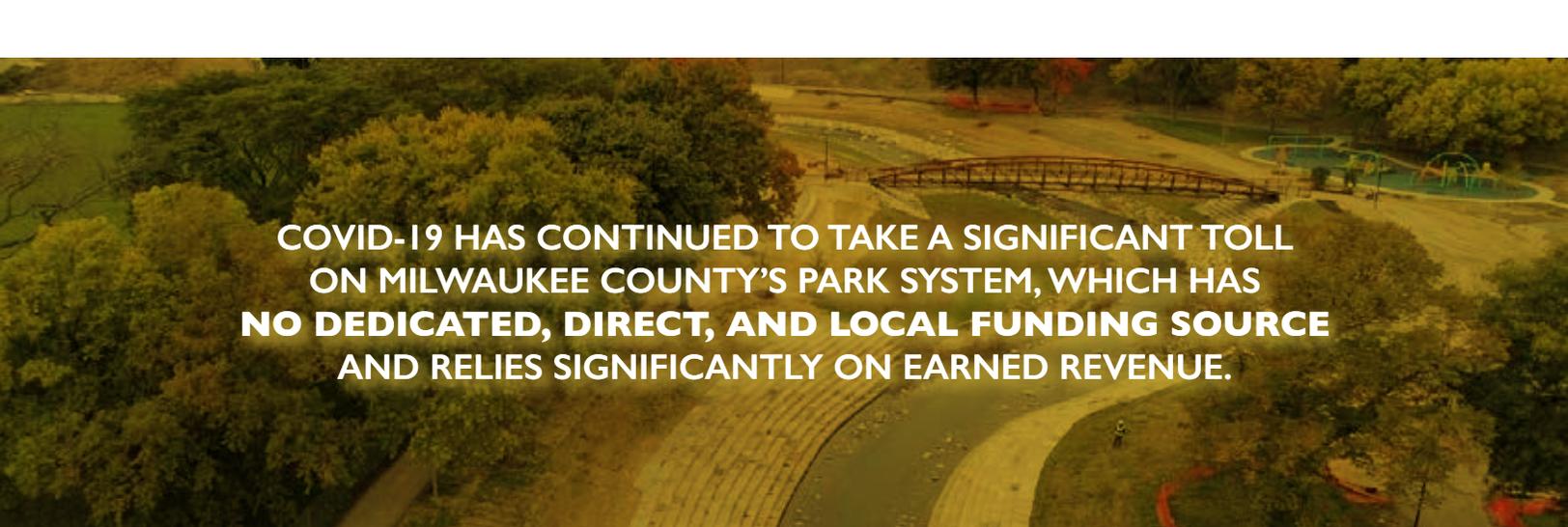
In 2021, the Milwaukee County Housing Division helped approximately 8,500 households facing housing insecurity due to the negative economic impacts of the pandemic. The 2022 budget continues to support the immediate economic stabilization for households to address the systemic economic challenges that have contributed to the inequitable impact of the pandemic.

Right to Counsel Milwaukee, a program which provides a right to free legal representation in evictions for eligible households beginning in September 2021, has been funded to the tune of \$2.7 million.

Milwaukee County Small Claims Court data indicates families at risk for evictions are mostly Black and Latino residents in low-income areas. Black women, families with children, and Latino families in mostly white neighborhoods are disproportionately evicted. The 10 neighborhoods with the highest eviction rates are 73% African American with a 40% poverty rate. Right to Counsel Milwaukee will prioritize services to these county residents given the present disparities.

Recognizing transit as an essential service thousands of residents use each day, and a key element of our economic recovery, the 2022 Recommended Budget includes no major changes to transit or paratransit services primarily due to the availability of federal funds designated for the response to

C O N T I N U E D



COVID-19 HAS CONTINUED TO TAKE A SIGNIFICANT TOLL ON MILWAUKEE COUNTY'S PARK SYSTEM, WHICH HAS NO DEDICATED, DIRECT, AND LOCAL FUNDING SOURCE AND RELIES SIGNIFICANTLY ON EARNED REVENUE.

and recovery from the pandemic.

After the public health emergency was declared, Congress passed the Coronavirus Aid, Relief and Economic Security Act (CARES) of 2020, resulting in \$54.9 million being distributed to Milwaukee County Transit System (MCTS). In early 2021, the Coronavirus Response and Relief Supplemental Appropriations Act passed, providing an additional \$52.9 million, followed by the American Rescue Plan Act (ARPA) of 2021, which provided another \$83.6 million for a total of over \$191 million for MCTS. In response to the availability of these one-time federal funds, the state legislature voted to cut state support for MCTS by \$32.7 million. As such, 85% of these federal funds will be committed and as much as 75% fully spent down by the end of 2022.

More than \$15 million is invested in replacing the existing North Shop Highway Maintenance Facility. Originally built in 1928 without a women's restroom, this north side building will be reconstructed to include heated vehicle parking for trucks and other vehicles, administrative offices, locker rooms, a repair garage, and a truck wash facility.

More than 100 Milwaukee County Transit System buses are nearing 500,000 miles or 12 years on the road – the end of their useful life by Federal Transit Administration standards. The 2022 budget funds the purchase of 60 additional clean diesel buses to allow for maintaining continuity of service, good repair standards, and lowering future repair costs.

The 2022 Recommended Budget continues investments in the creation of the East-West Bus Rapid Transit line (BRT) and the delivery of 11 battery electric buses for the route. BRT will provide more efficient, higher frequency services for residents with a disability, people without vehicles, families sharing a single vehicle, people without licenses, or a host of others who traditionally rely on public transit to navigate

Milwaukee county. This historic project strengthens our entire transit network and makes it a breeze for residents to travel throughout the area. It's an important service that advances our racial equity goals and moves us closer to fulfilling our vision.

The budget recognizes that healthy residents are safe residents and makes significant investments upstream to address the holistic health of all residents. It is also important to acknowledge the reality that change takes time and, while we work to implement equitable solutions upstream, some residents will continue to run into direct threats to their health and safety downstream. This budget acknowledges those downstream needs with investments in public safety and justice.

\$300,000 is allocated to expand the use of body cameras in the Milwaukee County Sheriff's Office. Phone call costs in the House of Corrections and Milwaukee County Jail are reduced by 25%, resulting in an estimated cumulative reduction of \$700,000. In addition, four full time positions are created to handle the backlog in the Milwaukee County Circuit Court System resulting from pandemic closures.

The 2022 budget includes a \$3 per hour premium pay increase for correction officer staff in the House of Correction, Sheriff's Office, and the Department of Health & Human Services Division of Youth & Family Services Juvenile Justice Center. This item will be revisited in the future for 2023 and beyond.

The premium pay increase aims to address pay competitiveness regionally and retention within correction officer positions to ensure adequate staffing levels to maintain the highest quality of service for those in our care. Correction officers' duties are not the same as law enforcement; their primary duty is to ensure the health and safety of people who enter our care. This duty is of the

utmost importance and one of the most crucial aspects of that safety is our correction officers.

Due to the COVID-19 pandemic, as well as pay raises in surrounding counties, Criminal Justice Facility and House of Correction staff levels have decreased. In order to make sure our staff has the capacity to adequately care for those housed in Milwaukee County facilities, including preventing the spread of COVID-19 in shared or congregate housing, it is imperative officer pay remain competitive enough to attract and retain correction officers.

Based on an assessment with Human Resources, the 2022 Recommended Budget includes salary adjustments to address pay equity issues for over 50% of the human service workers within the Department of Health & Human Services. These staff perform critical, front-line services for our most vulnerable citizens throughout Milwaukee County and comprise the largest segment of the DHHS workforce. They support Adult Services, including the Aging and Disability Resource Center as well as Children, Youth &

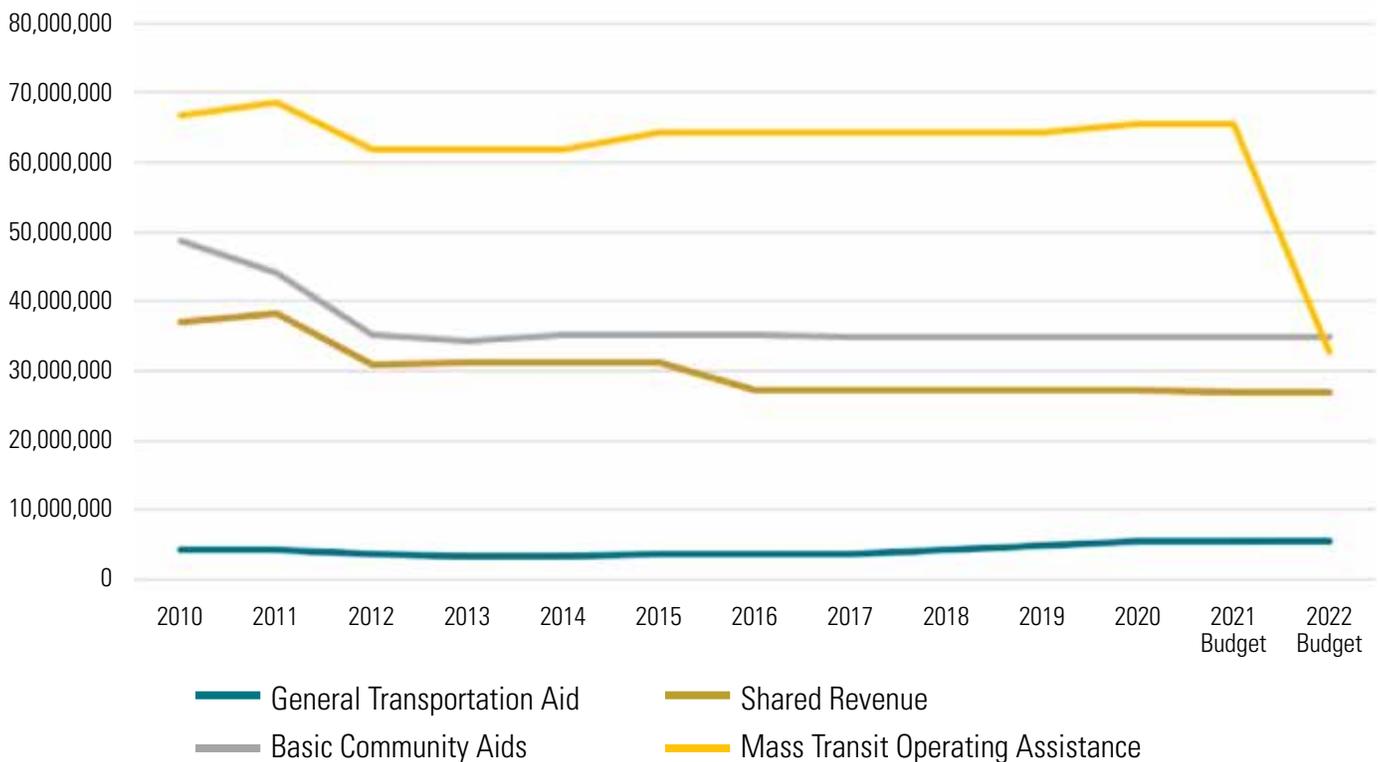
Family Services. An appropriation of \$350,000 is made for pay equity in the ADRC and CYFS, in addition to \$170,000 to address equity for certain supervisors and staff supporting the ADRC.

The budget also makes major investments in important infrastructure needs to promote health and safety in our parks. The Milwaukee County Parks system spans more than 15,000 acres, including 157 parks, 11 parkways, and over 210 miles of trails. Approximately 27% of 2022 Capital Budget bonding investments are made in our parks system, including enhancements at the King Park Skate Shelter, improvements to the Root River and Oak Creek Parkways, and the second phase of repairs at the McKinley Park parking lot.

With support from the Weigel-Hearst Trust Fund, the budget includes a \$100,000 investment in tree plantings. With the onset of Emerald Ash Borer disease, Parks has unfortunately had to remove thousands of ash trees over the past several years. This investment will help redevelop Milwaukee

C O N T I N U E D

Trends in State Aid to Milwaukee County (2010 – 2022)



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

County's tree canopy, with a special focus on reforestation in urban areas using a racial equity index, along with planting trees that are native to Wisconsin and resilient in the face of climate change.

In response to the drastic lifeguard shortages of the past few years, Milwaukee County has focused planning efforts in 2021 on addressing the root causes of poor swim abilities and lack of swim experience within Milwaukee County. Funding in the amount of \$40,000 is allocated to support efforts to address swim abilities to reduce drownings and support public safety at our beaches.

Parks has seen a dramatic increase in golf course attendance in 2020 and 2021. In efforts to secure more revenue for our parks system, golf cart fees will increase \$1 in 2022 at tournament, championship and regulation courses. Discount card rates at executive courses will increase by \$1 in 2022. Golf cart fees were last increased in 2016, and discount rates at executive courses were last increased in 2012.

COVID-19 has continued to take a significant toll on Milwaukee County's park system, which has no dedicated, direct, and local funding source and relies significantly on earned revenue.

In 2021, Parks engaged the Wisconsin Policy Forum to research and formulate a sustainable path forward for the department. Both an executive steering committee and advisory group including dozens of local stakeholders guide the research. Upon the expected release of the report in late 2021, Parks intends to embark on a community input process to shape the future of Milwaukee County park system — including securing sustainable revenue.

Closing the Gap in 2022 & Beyond

Once again, the budget process began with an estimated \$20 million budget gap. The gap was closed in three primary ways: departments meeting a flat tax levy, withdrawing from debt service reserve, and realizing an unexpected increase in sales tax revenue.

Each year, the budget gap is caused largely by declining state revenue and state-imposed caps on Milwaukee County's ability to raise its own revenue, coupled with increasing pension and health care costs and a growing need for community services — especially in the wake of the COVID-19 pandemic.

Issuing a flat tax levy target to departments means they had to find a way to balance their 2022 budgets using the same amount of tax levy they had to work with in 2021. For



INVESTMENT IN TRANSIT *More than 100 Milwaukee County Transit System buses are nearing 500,000 miles or 12 years on the road — the end of their useful life by Federal Transit Administration standards. The 2022 budget funds the purchase of 60 additional clean diesel buses to allow for maintaining continuity of service, good repair standards, and lowering future repair costs.*



STRENGTHENING THE NETWORK *The 2022 budget also continues investments in the creation of the East-West Bus Rapid Transit line (BRT) and the delivery of 11 battery electric buses for the route. BRT will provide more efficient, higher frequency services for residents with a disability, people without vehicles, families sharing a vehicle, people without licenses, or a host of others who traditionally rely on public transit to navigate the area.*

C O N T I N U E D

2022, the flat tax levy target meant that departments had to absorb approximately \$10 million of costs to continue providing services.

For the Parks Department, a flat tax levy means remaining at previous operation levels and any services cut or reduced in previous years remains absent. Labor expenses continue to increase and the seasonal budget for the Parks Department does not change, so the department has fewer bodies and the same amount of dollars to execute the same duties they would be responsible for if fully staffed.

The majority of the technology investments in the 2022 Recommended Budget are to continue operating at current levels and to cover recurring costs for information technology, to the tune of over \$5.8 million versus just \$265,000 for innovation spending. Even with a flat tax levy target, the result means reductions in support and investments in technology critical to innovation and efficiency, resulting in departments not able to resolve issues or to achieve their strategic goals.

For example, the Milwaukee County Zoo cannot upgrade to a mesh Wi-Fi network to improve online connectivity due to the levy target. Additionally, the Department of Health & Human Resources cannot complete online databases, and the Medical Examiner cannot go paperless with toxicology reports and will not have a case management system in 2022 as anticipated.

With an eye toward fiscal sustainability over the past decade, Milwaukee has built a healthy reserve of approximately \$67 million through significant annual contributions. The 2022 budget includes a reserve withdrawal of \$7 million as an effective way to close the gap with a minimal impact to services.

The budget increases the tax levy by \$5.6 million, the maximum amount allowed by the State of Wisconsin. This amount includes \$2.9 million in net new construction and terminated Tax Incremental Districts, an Emergency Medical Services subsidy increase of \$1.5 million, \$1 million for debt service, and smaller changes including personal property aid adjustments.

The budget largely excludes the use of American Rescue Plan Act (ARPA) funds with exception for correctional officer premium pay increases, as well as items which have previously been approved by the Board of Supervisors including Right to Council Milwaukee, emergency housing aids, and emergency COVID-19 response costs. Further use of ARPA funds are to be determined later once the Board of Supervisors created ARPA task force has completed its

process and provides recommendations.

Although there are no major cuts to public-facing services in the 2022 budget, Milwaukee County is having to do more with less year over year as the structural budget gap persists. Milwaukee County received over \$134 million in capital project requests for 2022 but could only fund about 40% of those requests. That leaves a gap of almost \$79 million in capital needs that will only compound in future years.

Between 2010 and 2020, Milwaukee County closed its structural gap through \$300 million in expenditure reductions and revenue increases. This averages roughly \$30 million per year, more than the entire tax levy funding for our parks department, district attorney's office, and emergency management services combined. Each year, departments rise to the challenge, closing these annual gaps by creating efficiencies, streamlining services, and making Milwaukee County leaner. But these cuts — year, after year, after year — are unsustainable.

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

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

Despite federal pandemic relief for the short term, Milwaukee County is continuing to build on the momentum generated by the Move Forward Milwaukee coalition, a partnership between the business community, state legislators, municipal governments, and community groups that advocate for allowing Milwaukee County to pursue a binding referendum for a 1% local option sales tax with property tax relief. The County needs a sustainable funding solution to support critical services for the long-term.

Milwaukee County continues to advocate at the state level for a local option sales tax increase to both decrease property taxes and fund local priorities. Even with a 1% increase in the sales tax, Milwaukee County would maintain one of the lowest sales taxes in the nation for a community our size and generate \$160 million in additional revenue — matching the scale of the problem at the lowest cost to

C O N T I N U E D

APPROACHING THE EDGE

Each year, Milwaukee County works to lift up vital community services. With no tools to compensate for increasing costs and added needs, the financial cliff grows steeper.

By 2027, Milwaukee County will have no local money to fund some of these priorities.



APPROACHING THE EDGE County Executive Crowley hosted several virtual town hall sessions in August to preview the 2022 budget, explain the ongoing structural deficit, and solicit public comments on the fiscal future of Milwaukee County. To view the slide presentation or recorded sessions, visit <https://county.milwaukee.gov/EN/Administrative-Services/Performance-Strategy-and-Budget/Budget-2022>.

taxpayers with no budgetary impacts on the state budget.

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

Milwaukee County taxpayers with a home valued at \$150,000 would receive an average 7% reduction in property taxes (\$734 to \$684), the largest property tax relief in recent memory. In addition, taxpayers would receive additional property tax relief on their municipal property tax; these rates would vary with each municipality.

Rebalancing the funding structure provides real benefits to Milwaukee County, municipalities within the County, and for households seeking relief from burdensome property tax rates. And, looking long term, it can ensure that in the future we aren't starting our budget process with planning for cuts, but instead planning for investments. We can put

more dollars into local priorities such as mental health and substance abuse care, rehabilitative services, public transit, and senior services and maintain valuable assets like the Zoo and our parks system.

A strengthened partnership between the state and Milwaukee County will allow our county to continue being Wisconsin's economic engine. By providing us additional tools to address our local issues, we can continue powering the state's economic growth.

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

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

C O N T I N U E D

A STRENGTHENED PARTNERSHIP BETWEEN THE STATE AND MILWAUKEE COUNTY WILL ALLOW OUR COUNTY TO CONTINUE BEING WISCONSIN'S ECONOMIC ENGINE.

BY PROVIDING US ADDITIONAL TOOLS TO ADDRESS OUR LOCAL ISSUES, WE CAN CONTINUE POWERING THE STATE'S ECONOMIC GROWTH.

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

Looking Ahead to 2022

The 2022 budget continues to address dual, ongoing pandemics of COVID-19 and systemic racism by implementing a strategic plan to move resources upstream to address the root causes of racial health disparities. The budget continues investments in families, public safety, mental health, housing, and the Milwaukee County

workforce by addressing race and gender inequities in employee compensation.

The budget also takes important steps forward in reimagining Milwaukee County government and organizing it to best meet our health and racial equity goals.

With the fiscal cliff of 2027 inching closer, the next year will include a continued push to secure a local option sales tax for Milwaukee County, so we may reverse the trend of cutting services and embark on a new era of making long-term investments in local priorities and crucial government services.

We have every reason to believe we can continue to navigate the current public health crisis, immediately improve the lives of Milwaukee County residents, and secure our financial future so we can invest in future generations. ■

BRIDGING THE GAP *The 2022 Recommended Budget prioritizes moving resources upstream to address health disparities to achieve the vision of transforming Milwaukee County into the healthiest county in all of Wisconsin.*





MILWAUKEE COUNTY

Milwaukee County Executive

David Crowley

Director of Administrative Services

Aaron Hertzberg

Office of Strategy, Budget & Performance

Budget Division

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Capital Budget Coordinator Vince Masterson

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Budget & Management Analyst Anthony Rux

Special Thanks to:

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



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MILWAUKEE COUNTY

Milwaukee County Board of Supervisors

Chairwoman

Marcelia Nicholson (5th District)

First Vice-Chair

Sequanna Taylor (2nd District)

Second Vice-Chair

Steven Shea (8th District)

1st District
Liz Sumner

9th District
Patti Logsdon

14th District
Jason Haas

3rd District
Sheldon A. Wasserman

10th District
Priscilla E. Coggs-Jones

15th District
Eddie Cullen

4th District
Ryan Clancy

11th District
Joseph J. Czarnezki

16th District
John F. Weishan, Jr.

6th District
Shawn Rolland

12th District
Sylvia Ortiz-Velez

17th District
Anthony Staskunas

7th District
Felesia A. Martin

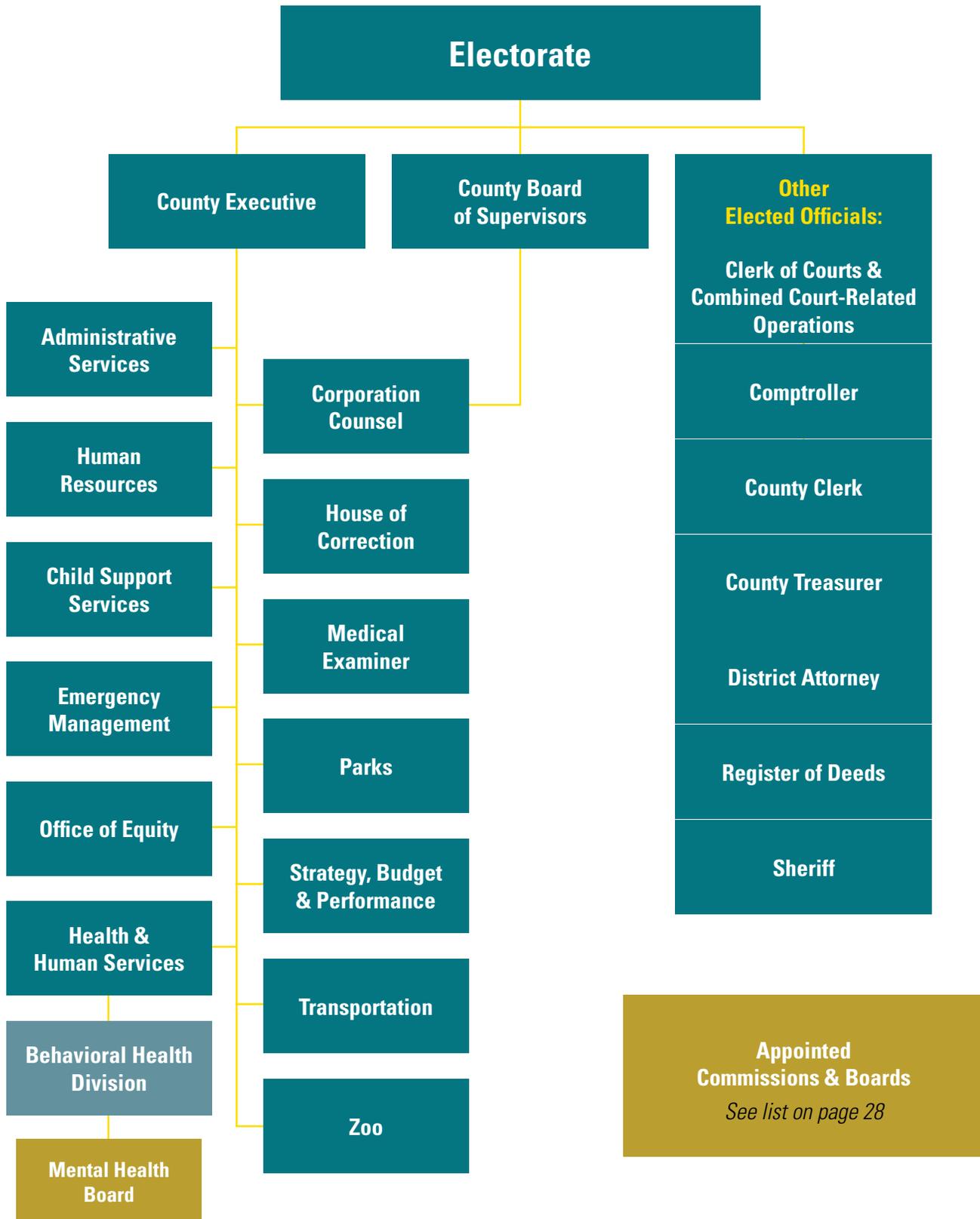
13th District
Willie Johnson, Jr.

18th District
Russell Antonio Goodwin, Sr.



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ORGANIZATIONAL CHART



ORGANIZATIONAL CHART

CONTINUED

Appointed Commissions & Boards

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

COMMUNITY PROFILE



MILWAUKEE COUNTY

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

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

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

States with 939,489 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 577,222 residents² to small villages such as River Hills with a population of about 1,600.

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

As in many other major urban areas in the upper Midwest, the regional economy in the 20th century was based on heavy manufacturing. As the manufacturing sector has declined nationally since the 1970s, the region has transitioned to attract economic growth based on high-tech, light manufacturing and service-oriented industries, now developing into a worldwide leader in freshwater sciences and technology. Milwaukee County has a fairly small population



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Basic Data

	Milwaukee County	Wisconsin
Land Area in Square Miles (2010)	241	54,158
Population (2020 Census)	939,489	5,893,718
Population Density (population per square mile)	3,898	109

Demographic Data

Persons Under 5 Years (July 2019)	6.8%	5.7%
Persons Under 18 Years (July 2019)	23.8%	21.8%
Persons 65 Years & Over (July 2019)	14%	17.5%
High School Graduate or Higher (2015–2019)	88.3%	89.4%
Bachelor's Degree or Higher (2015–2019)	31%	30.1%
Veterans (2015–2019)	39,370	331,340

Economic Data

Housing Units (July 2019)	420,162	2,725,296
Homeownership Rate (2015–2019)	49.5%	67%
Median Value of Owner-Occupied Housing Units (2015–2019)	\$158,300	\$180,600
Households (2015–2019)	382,175	2,358,156
Median Household Income, 2019 dollars (2015–2019)	\$50,606	\$61,747
Total Employment (2019)	453,220	2,610,712
Total Employment, Percentage Change (2018–2019)	*	0.3%
Women-Owned Firms (2012)	24,978	133,859
Minority-Owned Firms (2012)	20,847	40,507
Veteran-Owned Firms (2012)	5,307	39,830
Manufacturers Shipments, x \$1,000 (2012)	19,176,207	177,728,926
Merchant Wholesaler Sales, x \$1,000 (2012)	12,445,288	77,066,883
Retail Sales, x \$1,000 (2012)	10,427,898	78,201,822
Retail Sales Per Capita (2012)	\$10,917	\$13,656
Accommodation & Food Services Sales, x \$1,000 (2012)	1,831,041	10,303,256
Building Permits (2020)	749	21,226

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

Source: U.S. Census Bureau

of young people compared with other large metro areas, but still continues to grow. In 2018, the City of Milwaukee was ranked ninth for cities with the youngest entrepreneurs.

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

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

The county is home to two major-league professional sports teams, the Milwaukee Bucks and Milwaukee Brewers, and one of the world’s largest music festivals, Summerfest. Henry Maier Festival Park is a 75-acre festival park located on the shore of Lake Michigan and is the site of the annual musical festival as well as



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

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

The tables in this section provide some demographic and economic data about Milwaukee County. ■

¹ *Wisconsin Historical Society* (www.wisconsinhistory.org/Content.aspx?dsNav=N:4294963828-4294963788&dsRecordDetails=R:BA8864)

² *U.S. Census Bureau Quickfacts* (www.census.gov/quickfacts/fact/table/milwaukeecountywisconsin,US/PST045219)

³ *Urban Milwaukee* (www.urbanmilwaukee.com)





MILWAUKEE COUNTY

10 Largest Principal Property Tax Payers

Taxpayer	2020 Equalized Value
Northwestern Mutual Life Insurance Co.	\$619,307,000
Mayfair Mall, LLC	\$448,481,000
Irgens	\$362,433,000
Mandel Group	\$358,274,000
US Bank Corp.	\$234,874,000
Berrada Properties	\$191,916,000
Weidner Investments	\$186,290,000
Aurora Health	\$175,869,000
Southridge Mall, LLC	\$164,056,000
Forest County Potawatomi Community	\$142,815,000

Source: 2020 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

10 Largest Private Sector Employers

Employer	Industry	2020 Employees	% of Total County Employment
Aurora Health Care, Inc.	Health Care System	28,557	6.2%
Froedtert & Community Health	Health Care System	13,472	2.9%
Ascension Wisconsin	Health Care System	10,746	2.3%
Roundy's Supermarkets Inc.	Retail Supermarkets	8,400	1.8%
Medical College of Wisconsin	Private Medical School	6,324	1.4%
Children's Hospital of Wisconsin	Health Care	5,436	1.2%
Northwestern Mutual Life Insurance Co.	Insurance, Investment Products	5,000	1.1%
US Bank Corp.	Banking Services	3,700	0.8%
Rockwell Automation	Industrial Automation Products	3,600	0.8%
Piggly Wiggly Midwest	Retail Grocery	3,295	0.7%

Source: 2020 Milwaukee County Comprehensive Annual Financial Report, Office of the Comptroller

BUDGET POLICIES & STRUCTURE

Budget Process & Calendar

Looking at the 2022 Budget Through a Racial Equity Lens

Financial Management Policies

Basis of Budgeting

Performance Budgeting

Fund Descriptions

Budgetary Funds

2022 Functional Area by Fund Type Summary

Budgetary Unit – Fund Type Relationship



**MILWAUKEE
COUNTY**

2022 RECOMMENDED 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 department is required to submit requested operating and capital (as part of a five-year capital plan) budgets to the director of the Department of Administrative Services no later than **July 15**.

On or before **August 15**, the Department of Administrative Services 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 Department of Administrative Services 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.

Milwaukee County Annual Budget Calendar

March through May

The Office of Strategy, Budget & 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 Department of Administrative Services and the County Executive review agency budget submittals.

August

Per state statute, the Office of Strategy, Budget & Performance Budget Division submits to the Board of Supervisors a summary of requested budgets by Aug. 15.

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

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 County Board supervisors.

January

Departments implement the budget into public service.

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

Looking at the 2022 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. For the 2022 budget, the REBT 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.

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.

The tool is structured around Milwaukee County’s strategic planning effort and aims to help departments and decision makers better understand the opportunities to advance health and racial equity.

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

¹ The 2022 REBTs are available online at <https://county.milwaukee.gov/EN/Administrative-Services/Performance-Strategy-and-Budget>.

Racial Equity Budget Tool Questions

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

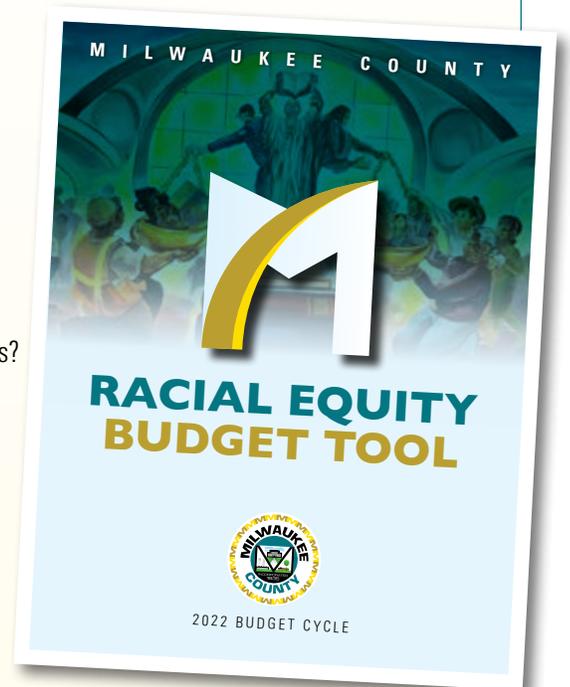
- What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?
- How do you use professional development and advancement opportunities to advance equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement?
- Our employees can be a great resource for innovation and knowing what is working well and what needs work. Have you engaged a diverse group of front-line employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?
- Are you tracking contracts with minority and women-owned business? If yes, please share percentages of each. If no, why not?

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

- How and when have service users, in diverse and inclusive communities, and other key stakeholders been engaged to inform decisions about changes in funding levels for services provided in your requested budget? (Who was involved, what was the forum, what were the results?)
- Describe ways in which racial and economic data was used to prioritize resource distribution. (Data can include sources found in the resources section of this tool, department collected data, or any other relevant data from other sources.)
- How does your budget reflect efforts to work across departments to break down silos to maximize access to and quality of services offered? How does this help us achieve the vision of achieving equity and health?
- What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?
 - What analysis did you do to determine the expected benefits and potential unintended consequences?
 - What will your department do to mitigate unintended consequences resulting from your proposed budget changes?

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

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



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

Financial Management Policies

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

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

Operating Budget – Revenue Policy

Milwaukee County relies on the property tax and has implemented a local option sales tax to fund state and local programs and services. Property taxes account for about 24% of total revenues. The local option sales tax provides approximately 7% of total revenues.

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

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

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

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

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

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

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

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

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

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

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

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

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

Operating Budget – Expenditure Policy

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

Milwaukee County employee who knowingly violates this subsection may be removed for cause.

Every appropriation excepting an appropriation for capital expenditure or major repair lapses after Dec. 31, to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure or a major repair continues in force until the purpose for which it was made has been accomplished or abandoned or three years pass without any expenditure or encumbrance.

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

Land Sales & Other One-Time Revenues

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

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.

C O N T I N U E D

- 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 2020 must be budgeted as revenue in the 2022 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 and Milwaukee County's long-term fiscal situation; performance measures; analysis of major revenue and expenditure changes; information about Milwaukee County's major funds, and budgeted positions.

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

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

measures by service area.

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

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

Strategic Planning & Budgeting

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

The 2021 budget process marked the first year a Racial Equity Budget Tool (REBT) was intentionally utilized by departments to evaluate the impact of their budget changes on communities of color. The REBT has continued to be utilized as an important part of the 2022 budget process. 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 2022 Budget Through a Racial Equity Lens."

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

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

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

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

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

Property Tax Levy Increase Limits

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

The tax levy cap includes the following exemptions:

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

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

Unused tax levy authority up to a maximum of 1.5% of the prior year levy could be carried forward by a supermajority vote of the Board of Supervisors.

A new carry-forward provision was added in the 2015-2017 state budget that allows Milwaukee County to carry forward unused levy limit capacity for a period of up to five years under certain conditions. The amount of the potentially available carry-forward adjustment is determined by totaling the amount of any unclaimed carry-forward percentages from each of the proceeding five years' levy limit worksheets. ■

“...MILWAUKEE COUNTY ACCOUNTS ARE MAINTAINED ON THE BASIS OF FUNDS. EACH FUND IS A SEPARATE FISCAL AND ACCOUNTING ENTITY.”

Basis of Budgeting

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

Governmental Funds

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

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

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

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

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

Proprietary Funds

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

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

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

Performance Budgeting

The Office of Strategy, Budget & 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 the County will create and nurture an inclusive culture throughout the organization.

Bridge the Gap: Milwaukee County will determine what, where and how services are delivered based on the resolution of health disparities, break down silos across County government to maximize access and quality of services

offered, and apply a racial equity lens to all decisions.

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

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

Performance Measures

Milwaukee County’s new mission began to be integrated in the 2021 budget. Moving forward into 2022, the Milwaukee County budget will continue to show how well services are being provided. Departments develop performance measures in as many service areas as possible. The goal is a collaborative process by which departments create their own performance measures as a way of challenging 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. ■

“THE 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. The County’s Comprehensive Annual Financial Report considers five of the funds below to be “major funds”: the General Fund, the Airport Fund, the Transit Fund, the Debt Service Fund and the combined Capital Projects Funds.

General Fund (Fund 0001)

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

ARPA (Fund 0024) 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 0030) 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 0077) This fund is used to account for the costs associated with the mental health research, patient activities, special events, and compensated absence payouts for BHD retirees.

Special Revenue Funds¹ (various) A number of funds exist in several departments to account for and report the

proceeds of specific revenue sources that are committed to expenditures for specified purposes. These funds exist for the Milwaukee County Zoo, Department of Parks, Recreation & Culture, Office for Persons with Disabilities, Behavioral Health Division, Fleet Maintenance, Facilities Management, airport (used for the collection of passenger facility charge revenues), and Risk Management.

Debt Service Fund (Fund 0016)

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

Capital Project Fund (various)

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

Enterprise Funds (various)

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

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

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

Internal Service Funds (various)

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

IMSD (Fund 0026) This fund is used to account for

electronic data processing, graphics, applications, mainframe, desktop support and replacement and telecommunications services provided to Milwaukee County departments.

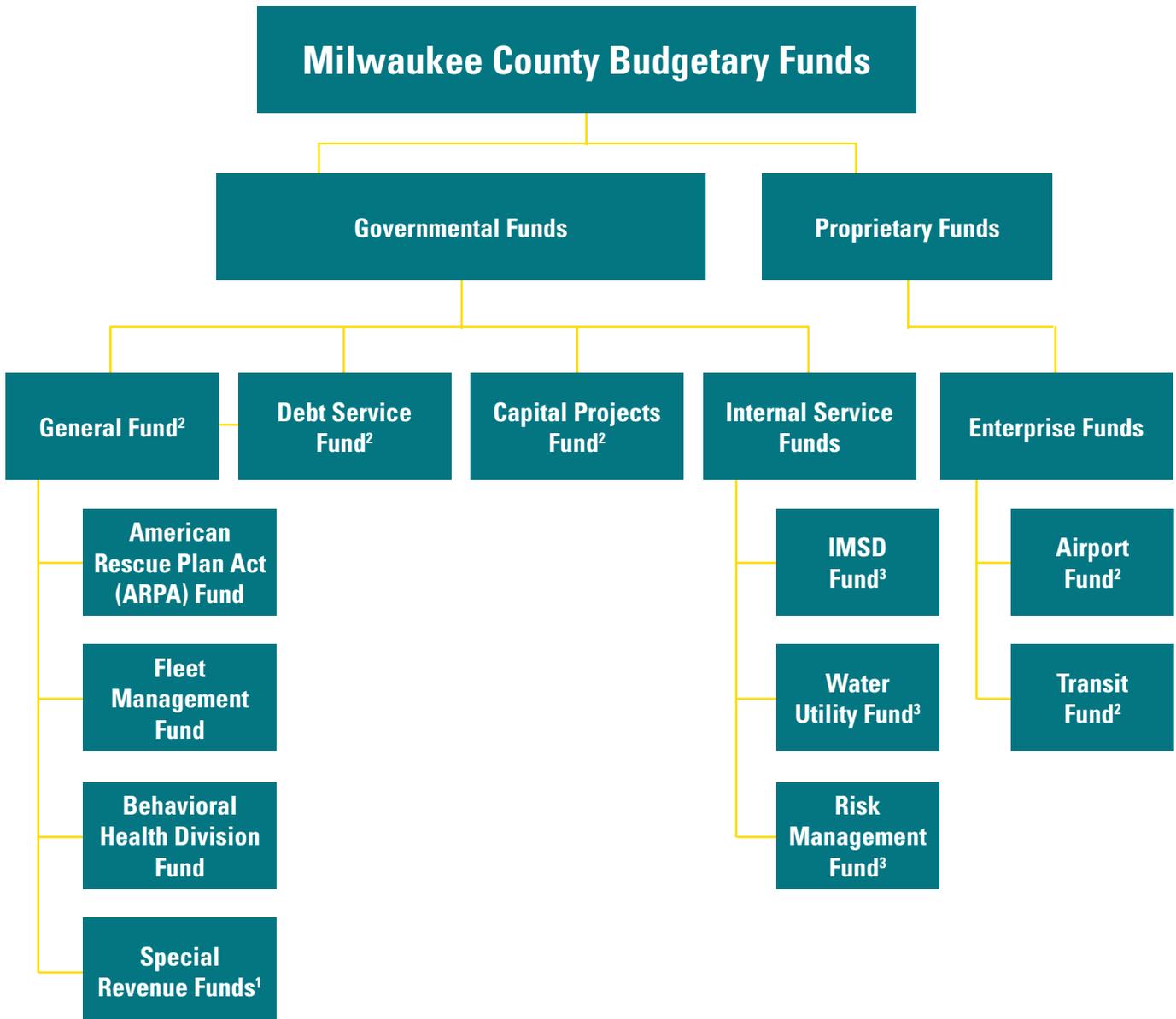
Water Utility (Fund 0029) This fund is used to account for maintenance of the water distribution system that is located on the Milwaukee County grounds and provides service to Milwaukee County departments.

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

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

Budgetary Funds

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



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

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

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

2022 Functional Area by Fund Type Summary

REVENUES

Functional Area	General ¹	Enterprise	Internal Service ²	Debt	Capital Projects	TOTAL
Legislative & Executive						0
Administration	15,080,302		4,458,513		13,175,009	32,713,824
General Government	9,375,590					9,375,590
Courts & Judiciary	29,402,096					29,402,096
Public Safety	29,563,618				2,412,480	31,976,098
Transportation & Public Works	45,246,203	224,025,303			99,291,918	368,563,424
Health & Human Services	313,755,607					313,755,607
Parks, Recreation & Culture	40,783,433				15,678,936	56,462,369
Debt Service				8,295,735		8,295,735
Non-Departmental Revenues	121,217,863					121,217,863
Non-Departmental Expenditures	461,305					461,305
Tax Levy	309,578,373					309,578,373
TOTAL	914,464,390	224,025,303	4,458,513	8,295,735	130,558,343	1,281,802,284

EXPENDITURES

Functional Area	General ¹	Enterprise	Internal Service ²	Debt	Capital Projects	TOTAL
Legislative & Executive	2,425,997					2,425,997
Administration	47,845,392		30,199,465		13,175,009	91,219,866
General Government	9,329,945					9,329,945
Courts & Judiciary	53,837,180					53,837,180
Public Safety	127,098,744				2,412,480	129,511,244
Transportation & Public Works	44,734,585	231,454,390			99,291,918	375,480,893
Health & Human Services	398,859,054					398,859,054
Parks, Recreation & Culture	64,176,428				15,678,936	79,855,364
Debt Service				45,003,339		45,003,339
Non-Departmental Revenues						0
Non-Departmental Expenditures	96,279,421					96,279,421
TOTAL	844,586,747	231,454,390	30,199,465	45,003,339	130,558,343	1,281,802,284

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

² Due to a change in crosscharge methodology, revenues and expenses in the Internal Service fund are not equivalent in the 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 (0030)	Behavioral Health (0077)	Special Revenue (various) ¹	Information Management Services Fund (0026) ³	Water Utility Fund (0029) ³	Risk Management Fund (0040) ³	General Fund (0001) ²	Debt Service (0016) ²	Capital Projects (various) ²	Transit Fund (0083) ²	Airport Fund (0076) ²
	Non-Major Funds & Other Fund Types ³						Major Governmental Funds			Enterprise Funds	
Legislative & Executive Function											
County Board of Supervisors							✓				
County Executive — General Office							✓				
County Executive — Gov. Affairs							✓				
Administrative Function											
Corporation Counsel							✓				
Civil Service/Personnel Review Board							✓				
Human Resources							✓				
Dept. of Admin. Services (DAS)			✓				✓				
DAS — Risk Management						✓					
DAS — Information Mngmt. Services				✓							
DAS — Water Utility					✓						
Strategy, Budget & Performance							✓				
Ethics Board							✓				
Office Of Equity							✓				
Courts & Judiciary Function											
Combined Court Operations							✓				
Courts — Pre Trial Services							✓				
Child Support Services							✓				
Public Safety Function											
Office of the Sheriff							✓				
House of Correction							✓				
Office of the District Attorney							✓				
Emergency Management							✓				
Medical Examiner							✓				

(CHART CONTINUES ON NEXT PAGE)

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

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

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

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

2022 BUDGET SUMMARY

2022 Budget Frequently Asked Questions

Trends in State Aid

County Share of Property Tax Levy

Tax Levy Summary

Budget Assumptions

Long-Range Fiscal Analysis

2022 Expenditure Analysis

2022 Revenue Analysis

Comparison of Funded Full-Time Position Equivalents



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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

2022 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 the County in equalized values, and tax levy changes made by local governments, the State of Wisconsin, and other taxing districts.

Based on 2020 Department of Revenue data, the cost to operate County government makes up approximately 16.5% of the total (approximately \$1.84 billion in 2020) 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

2022 County Budget property tax levy increases by about 1.8% or \$5.6 million over the 2021 level of \$303.9 million. The \$5.6 million increase includes a net new construction and allowable increases of Debt Service, EMS, and other provisions allowed by state statute.

This means that individual taxpayers may see a change in the 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 (TIDs)) was 9%. Of that, 1.0% was the result of new construction.

Overall, Milwaukee County’s 2022 tax rate is projected to decrease by 6.6% from 2021 (see chart below).

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

C O N T I N U E D

Net General County Levy

	Total County Levy	Milwaukee County Equalized Value	Tax Rate Per \$1,000	Tax Rate % Change Per \$1,000	Value \$ 150,000	Value \$ 250,000	Value \$ 350,000
2021 Adopted Budget	\$303,968,779	\$70,916,861,100	\$4.29		\$643	\$1,072	\$1,500
2022 Recommended Budget	\$309,578,373	\$77,290,319,100	\$4.01	-6.6%	\$601	\$1,001	\$1,402

revenues. The most recently completed Comptroller's Five-Year Financial Forecast concludes that, on average, revenues will grow by just 1.0% while expenditures will grow by 2.4%. Limited revenue growth is caused by State caps on local tax collections (property tax and sales tax), combined with steady or declining state and federal revenue. Average expenditure growth of 2.4% represents approximately the cost to continue at the current level of operations. Historically, pension and health care costs have increased at a rate which exceeds inflation and these fringe benefit expenses have a significant impact on the structural deficit. The 2022 Budget year is exceptionally challenging given the anticipated revenue losses associated with the COVID-19 pandemic.

Is the pension contribution increasing?

Pension costs are decreasing by approximately \$1.4 million in 2022. The cost decrease is largely due to decreased OBRA and ERS Unfunded Actuarial Liability costs. The general employee pension contribution decreases from 6.2% to 6.1% in 2022. 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 Adopted Budget for Milwaukee County. Revenues from this fee can only be used for transportation related activities like roads, bridges, trails and public transportation. In 2022, the annual Vehicle Registration fee charged by Milwaukee County will remain at \$30.

Will employee health care contributions change?

Over the past year, the County has experienced savings in health care costs due to medical claims and reduced utilization of health care services. There are no changes to health insurance premiums in 2022. In past years, Milwaukee County realigned the insurance coverage to more closely mirror the market for comparable organizations, resulting in small increases to monthly premium contributions for some employees. In 2022 these monthly contributions will remain at 2021 levels for employees.

Milwaukee County Health Care Monthly Premiums 2021-2022*

**After Wellness Credit Is Applied*

	2021	2022
Single	\$97	\$97
Eligible Employee + Child	\$143	\$143
Eligible Employee + Spouse	\$226	\$226
Eligible Employee + Family	\$254	\$254

How will Milwaukee County balance the budget?

Based on data from the most recent five-year forecast prepared by the Comptroller's Office, County expenses are projected to grow an average of 2.4% annually while revenue is growing at only 1.0% per year. Expenses are projected to grow at approximately the rate of inflation, while revenue growth is limited by State statutes, resulting in a structural deficit. The 2022 budget year is faced with additional challenges due to fiscal impacts of COVID-19. In order to reduce this gap, the 2022 budget includes the following initiatives to expand revenues.

Investments in Revenue Initiatives: One goal of the 2022 budget is to find financial opportunities to expand Milwaukee County's revenues. The initiatives include:

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

Investments in Information Technology: Funding is provided in the 2022 budget for major information technology related projects that include:

- Budget software and Enterprise Resource Planning (ERP) software functionality.
- Extension of Milwaukee County's wireless network to areas with limited or no wireless access.
- Continued implementation of security programs to manage data loss prevention, email protection, and identity/access management software.

Reducing Milwaukee County's Footprint: In the 2022 budget Facilities Management Division will continue its focus on total life cycle and asset management of the County's real property. The target is to minimize outstanding maintenance requirements by reducing infrastructure that is

outdated and expensive to maintain. It is anticipated that the water system will be sold and transferred to the Milwaukee Regional Medical Center (MRMC) and the City of Wauwatosa sometime between the 4th quarter of 2021 and the 1st quarter of 2022. The 2022 budget includes expenditures and offsetting revenues to account for County system operations pending the final sale and transfer of the system.

Efficiency Measures: The 2022 budget continues significant changes to how Milwaukee County provides many of its internal administrative functions, with the goal of providing significant time and cost savings in the long term. These efforts include:

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

Investment in Workforce: The 2022 budget includes continued investment in Milwaukee County’s workforce. These efforts include:

- Non-represented employees will receive a 2% pay increase in April 2022.
- \$2.5 million is included for mid-year salary adjustment based on the results of a compensation study that the Department of Human Resources is completing in 2022.
- Continued employee eligibility in the Flexible Spending Account (FSA) at a dollar for dollar match up to \$1,000.

Utilize One-Time Revenues Properly: The use of one-time, non-recurring revenues to finance ongoing, long-term operations is not sustainable. The 2022 budget continues to implement sound financial policies regarding the use of one-time revenues.

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

The 2022 Capital Budget includes 70 separate sub-projects totaling capital investments of \$130.56 million

C O N T I N U E D

Major Capital Projects

Dept	Project	Description	Total Project Cost/Funding
DOT-TRANSIT	WT15201	Bus Replacement Program-2022	\$31,800,000
DOT-TRANSIT	WT15301	North South Transit Enhancement Project	\$20,000,000
DOT-HWY	WH24201	North Shop Improvement	\$15,592,847
PARKS	WP68801	McKinley Parking Lots - Phase 2	\$5,621,032
DOT-FLEET	WO55801	Fleet General Equipment-2022	\$4,291,713
DOT-TRNS SRV	WH11001	W Beloit Rd (CTH T)-S 124th St to S Wollmer Rd	\$3,700,000
DOT-AIRPORT	WA39501	Taxiway H and K Removal (Txy J to RWY 13-31)	\$2,868,829
PARKS	WP53801	Root River Pkwy Recnstrc Pkwy-92nd and Parking Lot	\$2,568,480
SHERIFF	WO20001	Training Academy Parking Lot Replacement	\$1,634,732
HOC	WJ11301	HOC Disaster Recovery Back Up Power	\$1,452,627
ZOO	WZ17701	Zoo Parking Lot #4-Repavement	\$1,352,320
MARCUS CNTR	WO11701	Marcus Center Roof Replacement	\$1,103,274
HOC	WJ11501	HOC Chillers Repairs (600&400 Facs)	\$959,853
DAS-IMSD	WO64701	Enterprise Platform Modernization-Phase 3	\$700,000
DAS-FM-FM	WC22701	CH - Elevator Modernization	\$585,174
DAS-FM-EE	WV02101	Oak Creek Streambank Stabilization	\$576,868
DAS-IMSD	WO29701	Asset Protection-Security Subscriptions-Phase 1	\$460,000
DA	WO65401	Security Barriers - Safety Building 6th Floor DA	\$384,643
WMC	WO56201	WMC Saarinen Stairs Study, Design, Minor Repairs	\$100,023

toward Milwaukee County infrastructure. This includes both county (\$58.93 million) and non-county (\$71.63 million) funding.

The 2022 Capital Budget continues to emphasize improving Milwaukee County infrastructure and assets while managing long-term costs. See the chart on page 57 for a list of major capital projects.

What is the impact on compensation for Milwaukee County employees?

There are be no increases in health care premiums or employee pension contributions for 2022. The table illustrates examples of compensation changes from recent budgets. ■

Compensation Changes from Recent Budgets

	2021	2022
Salary at Start of Year	\$60,000	\$60,300
Salary Increase (Prorated*)	\$60,300	\$61,205
Health Care Premium Contribution	(\$3,048)	(\$3,048)
Pension Contribution**	(\$3,739)	(\$3,733)
Net Salary After Contributions	\$53,513	\$54,423

*2021 salary increase: 1% midyear for a net 0.5% increase.
 *2022 salary increase: 2% in second quarter for a net 1.5% increase.
 **Pension contribution: 6.2% in 2021; 6.1% in 2022.

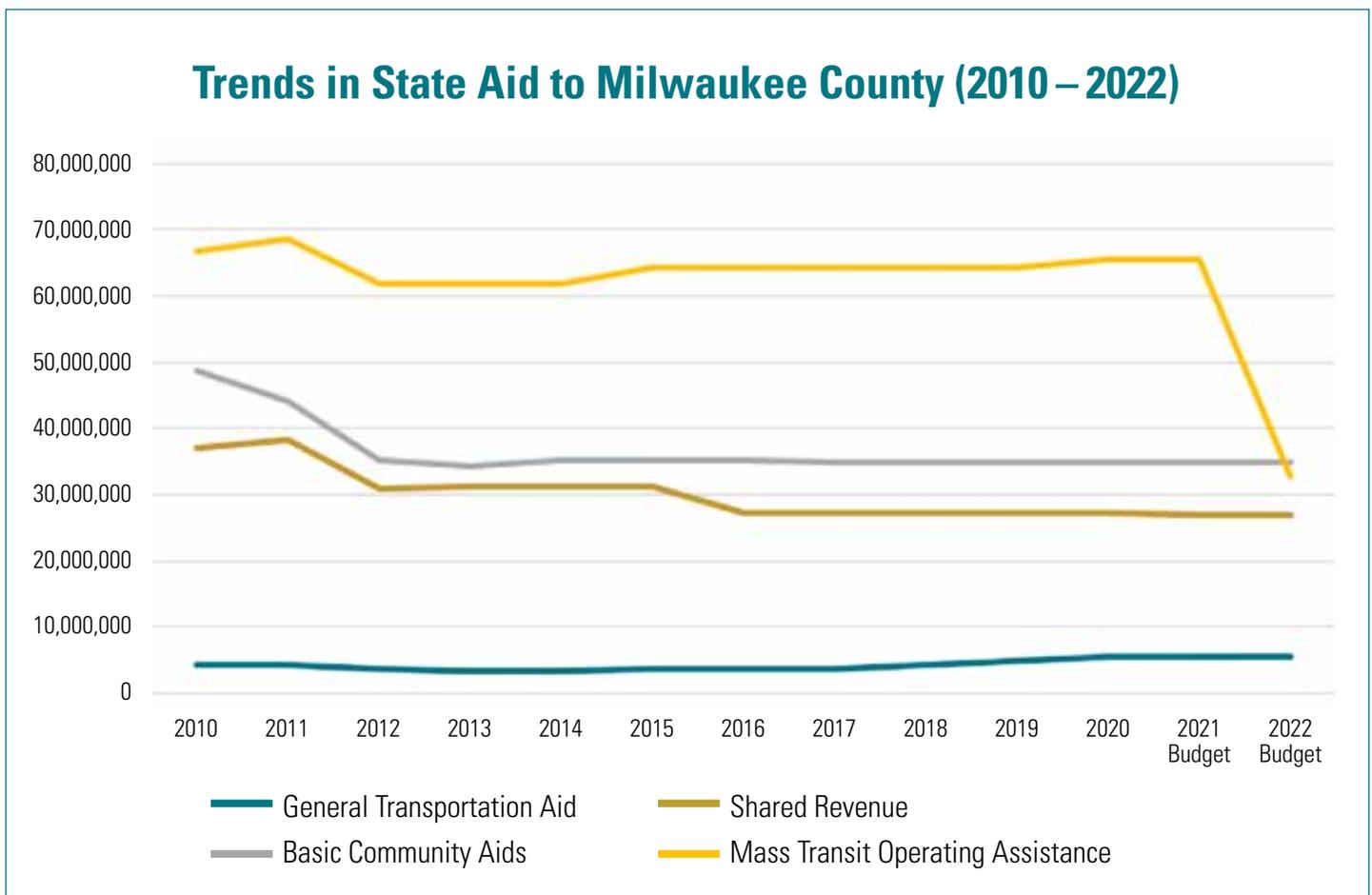
“TO UNDERSTAND THE FISCAL CONSTRAINTS MILWAUKEE COUNTY IS UNDER, IT IS IMPORTANT TO UNDERSTAND THE RECENT HISTORY OF STATE TAXES AND AID TO MUNICIPALITIES.”

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 recent history of state taxes and aid to municipalities.

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

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

In 2010, Milwaukee County received \$66.5 million of mass transit operating assistance; in 2022 the County anticipates receiving a reduced amount of \$32.7 million in state aid for transit. State shared revenue, which provides unrestricted aid to Milwaukee County, has declined from \$37 million in 2010 to \$26.9 million in 2022. Basic community aids, which support human services programs, have declined from \$48.6 million in 2010 to \$35 million in 2022. General transportation aid has increased from \$4.3 million in 2010 to \$5.6 million in 2022.

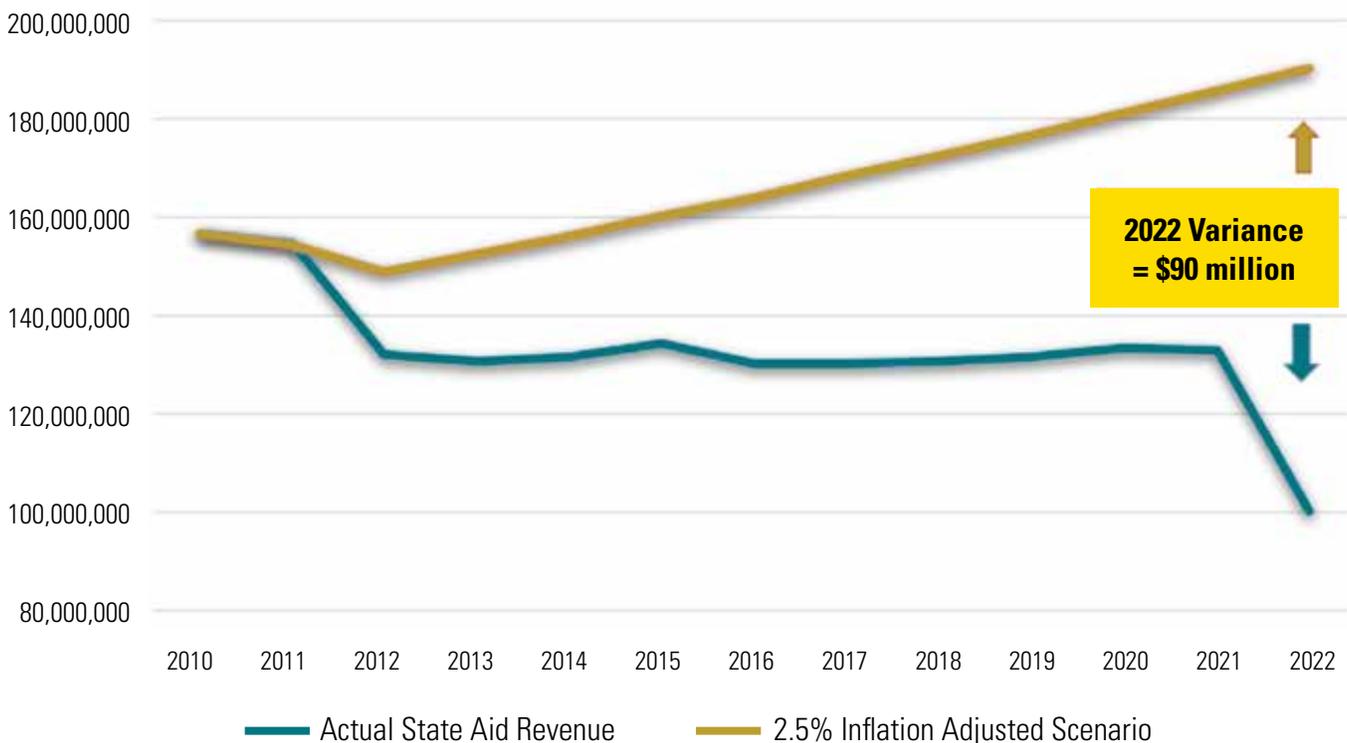
Combined, these four revenue sources have been reduced from \$156.5 million in 2010 to \$100.3 million in 2022. A significant portion of this reduction occurred between 2010 and 2012 and was largely a result of Wisconsin Act 10, which impacted collective bargaining, compensation, and employee benefits. In addition, the state assumed responsibility for the Income Maintenance program in 2010, and this led to a reduction in basic community aids in 2012.

Since 2012, these revenue sources have largely been held flat up until 2022 when a \$32.7 million reduction was applied to mass transit operating assistance within the 2021-2023 state budget. It should be noted that this reduction has been partially offset by a \$19.7 million allocation from the State of Wisconsin, funded from the state’s American Rescue Plan (ARPA) allocation. The net effect of the state budget cut and ARPA funding restoration is a reduction of \$13 million to MCTS. These reductions, as well as flat funding allocations, result in a lack of available funds for inflationary or other cost increases, which contributes to Milwaukee County’s structural deficit.

As indicated, a lack of inflationary funding for these revenue sources contributes to Milwaukee County’s structural deficit. The “Actual State Aid Revenue vs. Inflationary Scenario” chart further demonstrates how flat and reduced state funding has impacted the Milwaukee County budget since 2010. If Milwaukee County had received inflationary funding increases of 2.5% per year, the 2020 revenue budget for these state aids would be \$190.3 million. Instead, state aids have been reduced and flattened, and the 2022 budget

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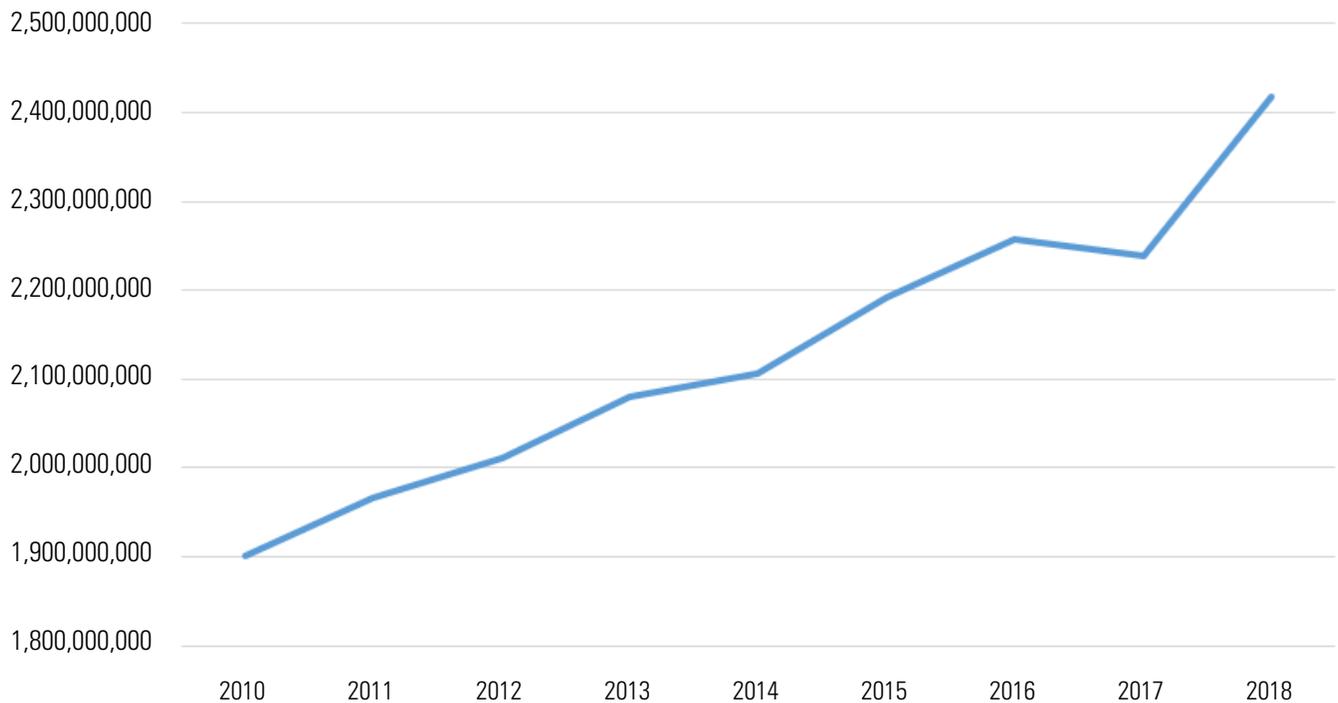
Actual State Aid Revenue vs. Inflationary Scenario



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

Major Taxpayer Revenues from Milwaukee County to the State

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



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

is approximately \$100.3 million for these sources. This is a variance of \$90 million that has contributed to Milwaukee County's deficit. Unless state funding sources are increased in future years, this funding situation will continue to put increased pressure on Milwaukee County's property tax levy and continue to add to future budget gaps.

Revenue from Milwaukee County to the State of Wisconsin

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

State of Wisconsin Budget

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

Meanwhile, the State of Wisconsin budget has continued to see annual increases. In 2011-12, State of Wisconsin appropriations for all funds totaled \$31.7 billion. The approved state budget for 2021-22 includes \$43.5 billion in appropriations across all funds. This represents a 37% increase over 10 years, or an average increase of 3.7% per year. The State of Wisconsin's General Fund budget, which is the primary fund from which state expenses are paid, has followed a similar trend. In 2011-12, the State of Wisconsin General Fund revenue budget totaled \$14.1 billion. By 2021-22, this amount increases to \$19.3 billion. This also reflects a 37% increase over seven years, or an average annual increase of 3.7% per year.¹ The State of Wisconsin's budget

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has been able to support increases that significantly exceed inflationary cost growth. However, the budget increases have been applied to other areas of state government while funding for local government, including Milwaukee County, has declined. These factors have resulted in extraordinary pressure on the existing property tax levy.

To provide a more sustainable financial future, it is necessary for state shared revenue payments and other state aids to align with inflationary increases and the cost of adequately providing public programs and services. This is consistent with recommendations made by the “Fair Deal for Milwaukee” work group in 2019. ■

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

“OF THIS \$1.8 BILLION TOTAL [OF PROPERTY TAXES PAID], MILWAUKEE COUNTY GOVERNMENT MAKES UP ABOUT 16%.”

County Share of Property Taxes

The 2022 budget for Milwaukee County levies approximately \$310 million in taxes on property during the year, which is approximately \$5.7 million over the 2021 Adopted Budget.

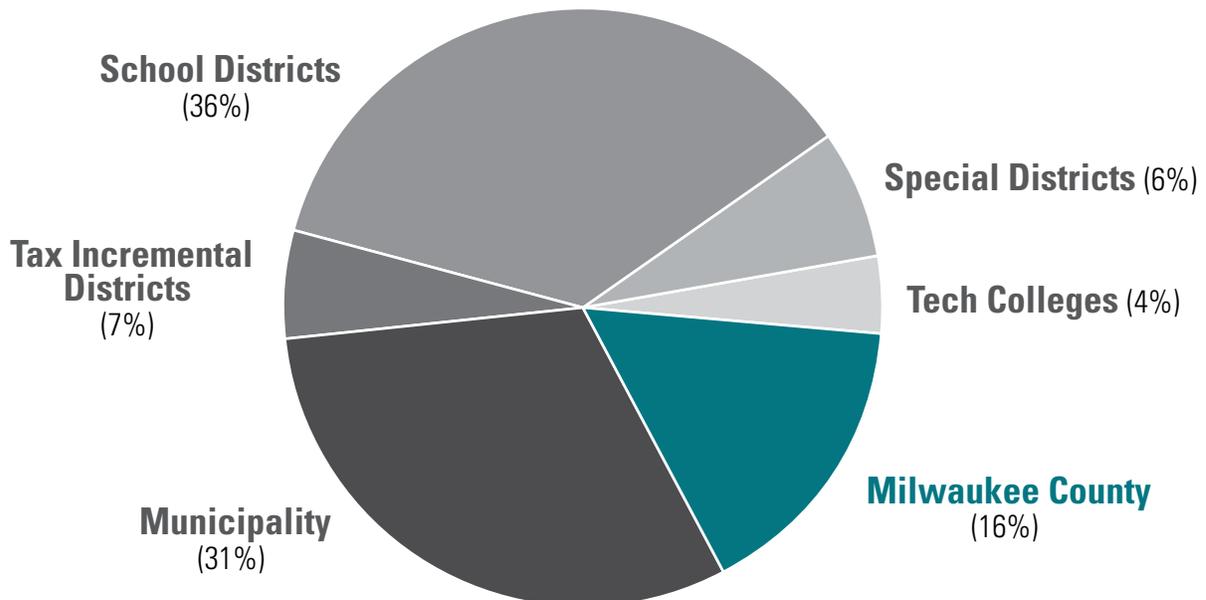
According to the Wisconsin Department of Revenue, citizens and business pay a total of approximately \$1.8 billion in property taxes to the various taxing entities in Milwaukee County. These entities include:

- Milwaukee County government.

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

Of this \$1.8 billion total, Milwaukee County government makes up about 16%. ■

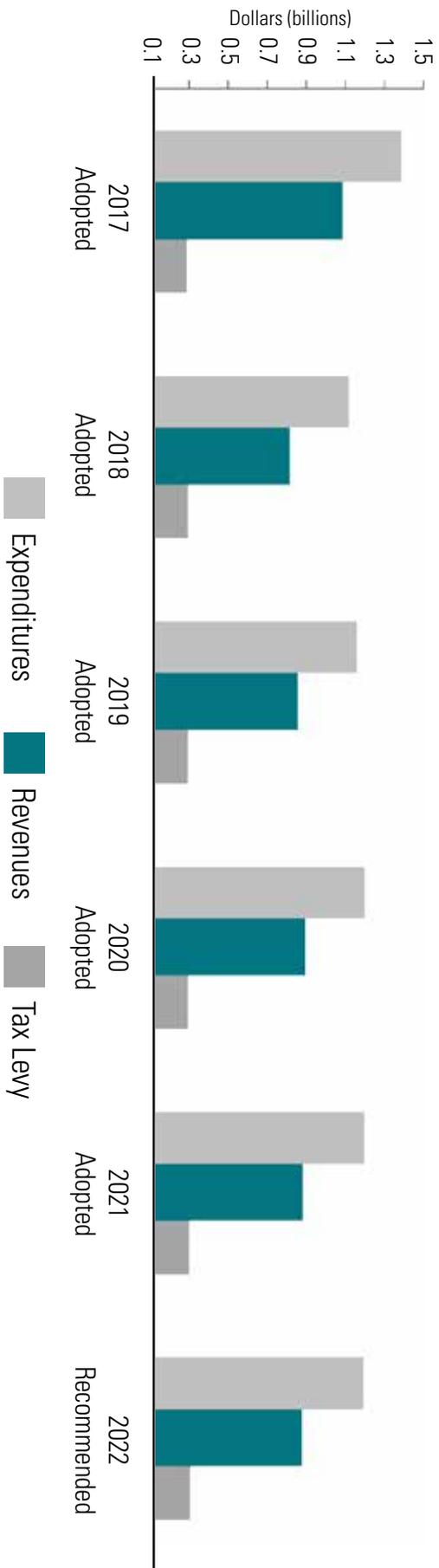
2021 Distribution of Property Taxes in Milwaukee County



TAX LEVY SUMMARY

2022 BUDGET FOR GENERAL COUNTY PURPOSES

	2021 Adopted Budget	2022 Recommended Budget	Change	Percent
EXPENDITURE	1,180,526,340	1,281,802,284	101,275,944	8.58%
REVENUE	876,557,561	972,223,911	95,666,350	10.91%
TAX LEVY	303,968,779	309,578,373	5,609,594	1.85%



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

2022 Budget Assumptions

This section of the budget summarizes assumptions and changes included in the 2022 Recommended Budget. Information related to the five-year forecast is also included within this section. This year the development of the five-year forecast was delayed, so information included is based on the 2019 Five-Year Financial Forecast.

Expenditures

Salaries & Wages The 2022 budget includes funding for the following salary items:

- Approximately \$5.9 million in new salary increase funding is provided for the general employee population including:
 - \$3.4 million in funding is provided for a 2% general increase funded in department budgets beginning April 3, 2022, for non-represented employees.
 - \$2.5 million is included for equity-based salary adjustments to be allocated at mid-year 2022 based on the results of a compensation study that is expected to be completed in 2022.
- \$1.7 million is included in department budgets to cover the annual cost of salary adjustment funding that was included in the 2021 budget.
- \$4 million is included for a \$3 per hour premium pay adjustment for corrections officers in the Office of the Sheriff, the House of Correction, and the Department of Health & Human Services, with funding support from the American Rescue Plan Act.
- \$200,000 is included in the medical examiner’s budget for market-based adjustments to assistant and deputy medical examiner staff.

Pension Total pension costs decrease by approximately

\$1.5 million in 2022 due to a decrease in amortization costs recommended by Milwaukee County’s pension actuary. Revenues are also expected to increase for 2022 by approximately \$800,000 based on actual experience. The assumed rate of investment return of pension funds remains at 7.5 percent for 2022.

Health Care Costs Health care expenses decrease by \$1.6 million, largely due to the elimination of stop loss insurance in 2022. The remainder of the health care budget remains mostly flat compared to 2021. Medical costs growth rates are trending at lower levels than previously projected by Milwaukee County’s health care actuary and a surplus is projected in 2021.

Debt Service Reserve The 2022 budget includes the use of \$7 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 2.4% per year, while revenues will grow by 1%. Revenue growth is limited to 1% because state and federal revenues have remained largely flat, while the state also places caps on the amount Milwaukee County can receive on locally collected property tax and sales taxes. Milwaukee County must focus on a long-term strategy to match revenue and expenditure growth, while minimizing the impact of the current year structural deficit.

Cost to Continue The Milwaukee County Comptroller’s projection demonstrates an average annual deficit of \$16 million per year, or a structural deficit of \$80 million by 2024.

This is an estimate of what will be needed by departments based on 2019 current operations. This estimate includes increased personnel costs and inflation and factors in revenue growth based on trends and with consideration given to legal limitations.

Revenues

Property Tax Levy The 2022 budget includes a \$5.6 million increase in property tax, which is the maximum amount allowed under the state levy limit. This amount includes approximately \$2.9 million related to net new construction, approximately \$1.8 million related to Emergency Medical Services levy, \$1 million related to debt service, and other adjustments. Going forward, the five-year forecast projects approximately \$4 million of annual growth in property tax.

Sales Tax Sales tax revenues in the 2022 budget are increased by approximately \$11.4 million from \$77.1 million to \$88.5 million. The 2021 budget included a significant reduction in sales tax revenue estimates because of impacts of the COVID-19 pandemic. However, during late 2020 and into 2021, there has been a rebound in sales tax collections following the pandemic. A surplus of approximately \$8 million is currently projected in 2021. The 2022 budget reforecasts sales tax revenues based on recent collections and projected growth.

State & Federal Revenues State and federal revenues make up approximately 36% of Milwaukee County revenue in the 2022 Recommended Budget. This is a 4.8% increase from the 31.2% share of state and federal revenues in the 2021 Adopted Budget. A large portion of the increase is applied to the Department of Transportation for capital projects and operating expenditures. The 2022 budget includes \$31 million in federal revenue for bus replacements, of which \$6.36 million is indirect ARPA funding from the

State of Wisconsin. Additionally, \$20 million in federal revenue is included for the North-South Transit Enhancement Project. The airport and the Milwaukee County Transit System budgets also include an additional \$10.75 million and \$39.8 million respectively in one-time federal stimulus revenue to supplement operating costs.

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 2022, \$0 is budgeted.

2020 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 2022 budget includes \$5 million of revenue related to 2020 surplus.

Vehicle Registration Fee (VRF) The 2022 budget includes \$17.2 million of VRF revenue, which represents an increase of \$136,565 over the 2021 budget. There is no change to the existing \$30 fee.

Doyle Hospital Sale Revenue The 2022 budget includes \$0 from the sale of Doyle Hospital. This revenue amount is removed from the 2022 budget. The 2021 payment is the final payment from Froedtert; the agreement with Milwaukee County has expired. No payments are expected in 2022 or future years. ■

“THE FIVE-YEAR FISCAL FORECAST HAS CONSISTENTLY SHOWN THAT ... MILWAUKEE COUNTY IS FACED WITH AN ONGOING STRUCTURAL DEFICIT.”

Long-Range Fiscal Analysis

Since 2009, the Milwaukee County Comptroller has developed a five-year financial forecast, which provides a long-range fiscal analysis of Milwaukee County’s operating budget. The forecast provides policymakers and the public with insight into the fiscal situation faced by Milwaukee County. The most recently completed five-year forecast covered the fiscal years of 2020 to 2024. The forecast shows expenditures outpacing revenues in all fiscal years, resulting in an ongoing structural deficit. Following is a summary of factors causing the structural deficit.

2020-2024 Forecast Summary

It is important to note that the following 2020-2024 forecast

summary information has not yet been updated to account for COVID-19 fiscal impacts.

The five-year fiscal forecast has consistently shown that expenditures are growing at a pace that exceeds revenue growth, and Milwaukee County is faced with an ongoing structural deficit. In 2019, the five-year forecast projected the deficit would grow from \$16 million in 2020 to \$79.6 million by 2024 if no long-term solutions are developed to close the gap over the five-year forecast period. Over the five-year forecast period, revenues were projected to grow by 1% per year on average, while expenditures grow by 2.4%, resulting in a structural deficit. The forecast attributes low revenue

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Forecasted Expenditures & Revenues (2019–2024)

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

* Cost-to-continue assumes that the prior year gap was eliminated with long-term solutions.

* For 2020, the increase in pension contribution of \$6.6 million is considered an outlier and removed from cost-to-continue.

* For 2021, the loss of Doyne Hospital revenue is considered an outlier and removed from cost-to-continue.

Source: From the Milwaukee County Office of the Comptroller Five-Year Financial Forecast 2019-2023 (August 2018).

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

Substantial drivers of the 2020 to 2024 deficit include:

- Fringe benefit expenditure increases, including health care and pension.
- One-time reductions included in the 2019 budget.
- Inflationary increases in contracts, professional services, and utilities.
- Increases in correctional health care expenses.
- Increases in transit costs.
- Increases in debt service principal and interest.
- Stagnant state and federal revenues.
- Elimination of funding from reserves.
- Elimination of Doyme Hospital revenue.

The structural deficit is offset by:

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

Expenditures Continue to Grow Faster Than Revenues

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

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

sales tax collections is limited to 0.5%.

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

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

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

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

These and other practices have contributed to closing Milwaukee County's budget gap on an annual basis. These actions have also driven down Milwaukee County's cost-to-continue and structural deficit. For example, the five-year forecast prepared in 2016 for years 2017 to 2021 had projected a deficit of \$102 million by 2021. More recent forecasts have projected somewhat lower deficits, in part due to actions listed above. Despite some gains, the structural deficit persists and will continue to be a challenge if revenue growth remains limited to 1%.

C O N T I N U E D

County Continues to Face Fiscal Challenges

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

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

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“THE 2022 GROSS EXPENDITURE BUDGET IS \$1,281,802,284, AN INCREASE OF \$101,275,944 (OR 8.6%) FROM THE 2021 ADOPTED BUDGET.”

2022 Expenditure Analysis

The 2022 gross expenditure budget is \$1,281,802,284, an increase of \$101,275,944 (or 8.6%) from the 2021 Adopted Budget. Expenditure growth in the 2022 budget is primarily driven by an increase in federal funds for transportation related expenses. The 2022 expenditure budget includes \$1.15 billion for departmental and non-departmental operations and debt service and \$130.55 million for capital projects. In comparison with the 2021 Adopted Budget, operating budget expenditures, including debt service and trust funds, increase by \$50.7 million (or 4.6%), and capital budget expenditures increase by \$50.6 million (or about 63.2%).

2022 Countywide Expenditure Highlights

As instituted in the 2018 budget, both active and legacy fringe benefit costs remain centralized. In 2022, these costs are only allocated out to those departments that are reimbursed by outside revenue sources. Additionally, changes made in 2018 related to charges apportioned to departmental budgets for covering the cost of provided interdepartmental services also remain centralized. These charges are represented in Non-Departmental Expenditure narrative, agency 1940.

2022 Expenditure Highlights by Category

Personal Services increase by \$5.2 million (or about 1%) primarily related to employee salary increases. This includes funding for a 2% general increase in April 2022, funding for 2021 equity adjustments and funding for 2022 equity adjustments based on a compensation study.

Operation Costs increase by \$56.8 million (or about 10.4%), largely due to Health & Human Services changes to enhance

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

community-based care, public safety modifications, and transportation and public works technical changes.

Debt & Depreciation increases by \$3,107,724 to \$119.4 million (or about 2.6%).

Capital Outlay increases by \$50,562,021 (or 63.2%) from 2021. This is based on an increase in planned capital related budget expenditures.

Internal Service Charges including the net total of abatements and crosscharges between Milwaukee County departments decrease by approximately \$6.7 million (or about 18.8%) in 2022.

2022 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 2021 Adopted Budget.

Legislative & Executive The Milwaukee County **Board of Supervisors** personnel increases expenditures by \$110,852 (or about 11%). This increase is to provide funding for a previously unfunded legislative assistant as well as two paid interns with the intent of breaking a cycle of privilege where only those with means have greater opportunities to become leaders.

General Government Expenditures in the **Office of the Register of Deeds** increase by \$195,043 (or 18.1%) due to across the board pay increases as well as the resumption of the “Book Binding Project” that was postponed in 2021 due to COVID-19.

Expenditures in the **Office of the County Treasurer** decrease by \$46,084 (or 3.6%) due to a decrease in advertising expenses.

Election Commission expenditures increase by \$332,513 due to an increase in the number of elections to be held in 2022.

The expenditures for the **Office of the County Clerk** increase by \$72,480 (or 7.5%). This is largely due to annualized pay increases for its 15 budgeted staff members.

Administrative In the **Department of Human Resources**, expenditures increase by \$482,268 (or about 9.8%) largely due to an increase of three positions and contractual support for the purpose of leading the Milwaukee County agency in one of its strategic areas: Intentional Inclusion. Operational funds are also provided to support diversity recruitment efforts and racial equity training.

Expenditures decrease in the **Office of the Corporation Counsel** by \$12,646 (or less than 1%) due to agency wide decrease in crosscharges.

Expenditures decrease in the **Office of Equity** (formerly the Office on African American Affairs) by \$53,509 (or about 5.4%) due to a decrease in commodities and services/contracts. Operational funding for racial equity training is transferred to the Department of Human Resources.

Expenditures in the Water Distribution System program area (Department of Administrative Services – Internal Service Funds) increase by \$132,304 (0.3%). This area remains relatively unchanged in 2022. The sale of the Water

Distribution System is pending in 2022.

Public Safety Expenditures in the **Office of the Sheriff** increase by \$2.9 million (or 6.3%) due to the following: full-year funding for the 2021 salary increase/reclassification plan, funding a general 2% increase as of the second quarter of 2022 for eligible employees, annual increases for employees covered by the Milwaukee Deputy Sheriff Association bargaining unit, \$1.5 million for premium pay increases for correction officers, and additional funding for a body camera program in the jail.

Expenditures in the **House of Correction** increase by \$2.4 million (or 4.9%) due to an increase on overtime and pay increases, including premium pay, for correction officers.

Medical Examiner expenditures increase by \$798,103 (or about 18.3%) due to salary increases and increased costs to operate. The majority of the cost increase is offset by projected increases in revenue.

Courts & Judiciary Expenditures in **Combined Court Related Operations** increase by \$428,567 (or about 1.4%) primarily due to salary increases and an increase of four new FTEs for the purpose of addressing the backlog of approximately 2,800 cases in small claims civil court due to COVID-19.

Department of Child Support Services expenditures decrease by \$340,914 (or about 1.6%) based on a reduction in personal services costs and reduced crosscharges.

Courts Pre-Trial Services expenditures increase by \$559,050 (or about 10.6%) to account for the second year of the MacArthur Safety and Justice Challenge Phase IV Sustainability grant. The majority of the expenditure increase is offset by increased grant revenue.

Transportation Expenditures in the **Department of Transportation (DOT) Airport Division** increase by \$784,623 (or about 0.8%) due to a net increase of five FTEs and an increase in operating costs.

Expenditures in the **Fleet Management Division** increase by \$2.1 million (or 13.8%) primarily due to an increase in the amortization of debt services changing from seven to four years to match the borrowed bonds rather than matching vehicle and equipment useful life.

Expenditures in the **Highway Maintenance Division** increase by \$907,877 (or 3.9%).

Expenditures in the **Transit Division** increase by \$1.3 million (or about 0.84%).

C O N T I N U E D

OPERATING EXPENDITURES BY FUNCTIONAL AREA
Operating Budget Expenditure Comparison

Total Operating & Capital Expenditures by Functional Area	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change from 2021 Budget	% Change from 2021 Budget
Legislative & Executive	2,046,225	1,959,082	2,360,725	2,425,997	65,272	2.8%
Administration	67,970,840	65,200,207	74,331,242	76,623,550	2,292,308	3.1%
General Government	7,814,002	10,270,632	8,504,945	9,329,945	825,000	9.7%
Courts & Judiciary	50,003,177	47,148,227	53,190,477	53,837,180	646,703	1.2%
Public Safety	120,050,153	96,910,670	118,870,208	127,098,744	8,228,536	6.9%
Transportation & Public Works	246,140,428	252,617,494	264,783,362	276,188,975	11,405,613	4.3%
Health & Human Services	346,298,322	372,096,045	376,441,898	398,859,054	22,417,156	6%
Parks, Recreation & Culture	59,098,617	49,266,410	60,240,582	64,176,428	3,935,847	6.5%
Debt Service	61,260,213	41,059,612	47,565,840	45,003,339	(2,562,501)	-5.4%
Non-Departmental Revenues	0	0	0	0	0	0%
Non-Departmental Expenditures ¹	211,910,438	206,775,057	93,006,469	96,279,421	3,272,952	3.5%
Trust Funds	1,738,805	0	1,234,270	1,421,307	187,037	15.2%
TOTAL	1,174,331,221	1,143,303,437	1,100,530,018	1,151,243,941	50,713,923	4.6%

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

CAPITAL EXPENDITURES BY FUNCTIONAL AREA
Capital Budget Expenditure Comparison

Total Operating & Capital Expenditures by Functional Area	2019 Actual	2020 Actual	2021 Budget	2022 Budget	Change from 2021 Budget	% Change from 2021 Budget
Legislative & Executive	0	0	0	0	0	0%
Administration	24,109,929	20,312,992	22,614,229	13,175,009	(9,439,220)	-41.7%
General Government	0	0	0	0	0	0%
Courts & Judiciary	0	0	0	0	0	0%
Public Safety	253,641	400,129	112,399	2,412,480	2,300,081	2046.4%
Transportation & Public Works	33,019,950	36,957,447	40,052,526	100,416,406	60,363,880	150.7%
Health & Human Services	998,890	602,752	4,689,711	0	(4,689,711)	-100%
Parks, Recreation & Culture	13,115,394	15,094,271	12,527,457	14,554,448	2,026,991	16.2%
Debt Service	0	0	0	0	0	0%
Non-Departmental Revenues	0	0	0	0	0	0%
Non-Departmental Expenditures ¹	0	0	0	0	0	0%
TOTAL	71,497,804	73,367,591	79,996,322	130,558,343	50,562,021	63.2%

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	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change from 2021 Budget	% Change from 2021 Budget
Legislative & Executive	2,046,225	1,959,082	2,360,725	2,425,997	65,272	2.8%
Administration	92,080,769	85,513,200	96,945,471	89,798,559	(7,146,912)	-7.4%
General Government	7,814,002	10,270,632	8,504,945	9,329,945	825,000	9.7%
Courts & Judiciary	50,003,177	47,148,227	53,190,477	53,837,180	646,703	1.2%
Public Safety	120,303,794	97,310,799	118,982,607	129,511,224	10,528,617	8.8%
Transportation & Public Works	279,160,378	289,574,941	304,835,888	376,605,381	71,769,493	23.5%
Health & Human Services	347,297,212	372,698,797	381,131,609	398,859,054	17,727,445	4.7%
Parks, Recreation & Culture	72,214,011	64,360,681	72,768,039	78,730,876	5,962,838	8.2%
Debt Service	61,260,213	41,059,612	47,565,840	45,003,339	(2,562,501)	-5.4%
Non-Departmental Revenues	0	0	0	0	0	0%
Non-Departmental Expenditures ¹	211,910,438	206,775,057	93,006,469	96,279,421	3,272,952	3.5%
Trust Funds	1,738,805	0	1,234,270	1,421,307	187,037	15.2%
TOTAL	1,245,829,025	1,216,671,027	1,180,526,340	1,281,802,284	101,275,944	8.6%

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

Health & Human Services In the **Behavioral Health Division (BHD)**, expenditures increase by approximately \$15 million (or 6.4%) due to a transition to new care and delivery models. Expenses increase due to: increased overtime, hourly, and other staffing costs; retention bonuses for staff impacted by hospital closure; operational startup costs for the new Mental Health Emergency Center; relocation of administrative staff; and expansion of Comprehensive Community Services (CCS) for youth and adults. BHD expenditure increases are offset by increased revenue as tax levy remains flat in this department.

Department of Health & Human Services (DHHS) expenditures increase by \$7.4 million (or 5.1%). The increase is due to the continuation and integration of the “No Wrong Door” customer services approach, the increased daily rate from the state Department of Corrections for placements to their facilities, expansion of the “Dine Out” pilot program to reach more seniors who live in underserved neighborhoods, and salary increases for pay equity issues. The increase in the

DHHS expenditure budget is offset by increases in revenue.

Parks, Recreation & Culture In the **Department of Parks, Recreation & Culture**, expenditures increase by \$2.7 million (or about 7.6%) from 2021. The increase is mainly due to staffing increases, accelerated tree replacements, continued partnerships, increased crosscharges and increased operations costs.

Expenditures increase for the **Zoological Department** by \$1,357,871 (or about 7.8%). This increase is due to salary increases as well as increases in attractions and operating costs in order to generate additional revenue.

The contribution to the **Marcus Performing Arts Center** decreases by \$50,000 (or 7.1 percent) from \$700,000 to \$650,000 in 2022 as outlined in the contribution agreement.

Non-Departmental Expenditures The **Appropriation for Contingencies** remains flat at \$5 million in 2022. ■

“PROPERTY TAX LEVY REPRESENTS 24% OF BUDGETED REVENUES IN 2022 AT \$309.6 MILLION....”

2022 Revenue Analysis

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

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

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

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

In forecasting revenue from the Vehicle Registration Fee, for example, the Office of Strategy, Budget & 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.

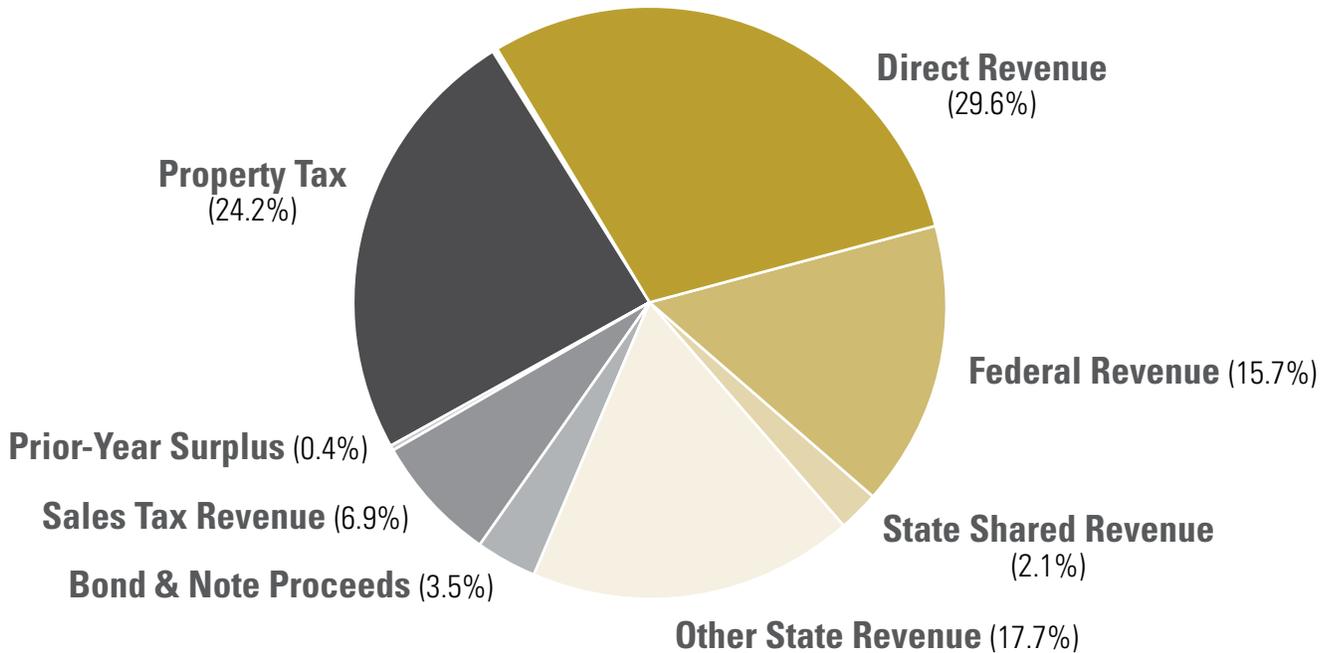
Departmental Narrative Appropriation Unit	Revenue Appropriation Unit
Indirect Revenues	Indirect Revenues
State & Federal Revenues	Federal Revenues State Shared Revenue Other State Revenues
Other Direct Revenues	Direct Revenue Bond Proceeds Sales Tax Prior Year Surplus Vehicle Registration Fee
Property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

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:

Revenue Overview

The 2022 revenue budget is \$1,281,802,284, an increase of \$101,275,944 or 8.6% from the 2021 Adopted Budget. Revenue increases are primarily driven by an increase of \$110.9 million or 123% in federal revenues, which accounts for 16% of total revenue in 2022. Federal revenues in 2022 include \$31 million for bus replacements, of which \$6.36 million is indirect ARPA funding from the State of Wisconsin. Additionally, \$20 million in federal funding is included for

Composition of 2022 Budgeted Countywide Revenues



the North-South Transit Enhancement Project. The airport and Milwaukee County Transit System budgets also include an additional \$10.75 million and \$39.8 million respectively in one-time federal stimulus revenue to supplement operating costs.

Sales tax revenue for the 2022 budget is \$88,484,600, an increase of \$11.4 million or 15% from the 2021 Adopted Budget, and represents 7% of total revenue for 2022. Sales tax revenue was projected to decline in the 2021 budget because of pandemic impacts. However, this revenue source has seen improvement in 2021, which is expected to continue into 2022. Direct revenue is \$379.8 million, flat from 2021, and represents 30% of total revenue in 2022.

Property tax levy represents 24% of budgeted revenues in 2022 at \$309.6 million, an increase of \$5.6 million over 2021.

State funding, including basic community aids, youth aids, general transportation aids, transit aids, airport funding, and other funding represent 18% of total revenues, or \$226.6 million, which is a decrease of \$25.2 million or 10% over the 2021 Adopted Budget. The reduction is primarily caused by a decrease in transit aids.

State shared revenue is budgeted at \$27 million, representing 2% of total revenues, and remains flat from the 2021 Adopted Budget.

The remaining 3% of revenues, totaling \$44.5 million consists of bond proceeds (see chart).

Wisconsin State Statute 341.35(1) allows local governments to establish and implement a Vehicle Registration Fee (VRF) in addition to the regular annual state fee paid for a vehicle. The fee applies to vehicles kept in the municipality or county where the vehicle is registered. Revenues from this fee can only be used for transportation related activities such as roads, bridges, trails, and public transportation. Revenues of \$16.2 million are budgeted within the Department of Transportation Transit/Paratransit Division and \$1.1 million in Department of Transportation Highway Division.

A contribution of \$7.1 million from the Debt Service Reserve is included in 2022. This represents an increase of \$1.46 million from 2021. This level of contribution is required to overcome challenging year to year variations in structural balance. Use of Debt Reserve funds is allowed statutorily to protect Milwaukee County from unexpected one-time deficits.

Revenue Highlights by Category

Direct revenue remains mostly flat in 2022 at \$379.6 million.

Sales Tax revenue increases countywide by \$11.4 million in 2021, from \$77.1 million to \$88.5 million, due to increased economic activity in 2021 that is expected to continue into 2022.

C O N T I N U E D

Federal revenues increase by a total of \$110.9 million or 123% in the 2022 budget. This increase is largely related to funding for capital projects for bus replacements (\$31 million), which includes \$6.36 million in indirect ARPA funding from the State of Wisconsin, and the North-South Enhancement Project (\$20 million). Additionally, the airport and Milwaukee County Transit System budgets include \$10.75 and \$39.8 million respectively in federal stimulus funding to supplement operating costs.

State revenue shows a decrease from 2021 of about 10%. Combined revenue includes \$27 million in state shared revenue, as well as \$226.6 million in other state revenue, which is a decrease of \$25.2 million or 10% from 2021.

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	2020 Actual	2021 Budget	2022 Recommended Budget	\$ Change from 2021 Budget	% Change from 2021 Budget
Direct Revenue	417,630,955	367,411,703	373,857,487	6,445,784	1.75%
Federal Revenue	108,112,789	79,573,736	135,280,079	55,706,343	70%
State Shared Revenue	27,430,719	26,905,438	26,967,836	62,398	0.2%
Other State Revenue	254,242,136	247,854,851	220,609,942	(27,244,909)	-11%
Bond & Note Proceeds	(13,267,482)	0	0	0	0%
County Sales Tax Revenue	74,678,404	69,815,511	79,950,224	10,134,713	14.5%
Prior-Year Surplus	5,000,000	5,000,000	5,000,000	0	0%
Indirect Revenue	0	0	0	0	0%
Property Tax	282,731,515	303,968,779	309,578,373	5,609,594	1.8%
TOTAL	1,156,559,034	1,100,530,018	1,151,243,941	50,713,923	4.6%

Capital Budget Revenue Comparison

Source	2020 Actual	2021 Budget	2022 Recommended Budget	\$ Change from 2021 Budget	% Change from 2021 Budget
Direct Revenue	32,087,789	12,031,101	5,933,482	(6,097,619)	-50.68%
Federal Revenue	1,797,985	10,469,216	65,661,561	55,192,345	527.2%
State Shared Revenue	0	0	0	0	0%
Other State Revenue	1,213,822	3,963,946	5,964,098	2,000,152	50.5%
Bond & Note Proceeds	44,927,646	46,275,475	44,464,826	(1,810,649)	-3.9%
County Sales Tax Revenue	7,354,784	7,256,584	8,534,376	1,277,792	17.6%
Prior-Year Surplus	0	0	0	0	0%
Indirect Revenue	0	0	0	0	0%
Property Tax	18,396,747	0	0	0	0%
TOTAL	105,778,773	79,996,322	130,558,343	50,562,021	63.2%

Budget Revenue Comparison (Capital & Operating)

Source	2020 Actual	2021 Budget	2022 Recommended Budget	\$ Change from 2021 Budget	% Change from 2021 Budget
Direct Revenue	449,718,744	379,442,804	379,790,969	348,165	0.09%
Federal Revenue	109,910,774	90,042,952	200,941,640	110,898,688	123.2%
State Shared Revenue	27,430,719	26,905,438	26,967,836	62,398	0.2%
Other State Revenue	255,455,958	251,818,797	226,574,040	(25,244,757)	-10%
Bond & Note Proceeds	31,660,164	46,275,475	44,464,826	(1,810,649)	-3.9%
County Sales Tax Revenue	82,033,188	77,072,095	88,484,600	11,412,505	14.8%
Prior-Year Surplus	5,000,000	5,000,000	5,000,000	0	0%
Indirect Revenue	0	0	0	0	0%
Property Tax	301,128,262	303,968,779	309,578,373	5,609,594	1.8%
TOTAL	1,262,337,807	1,180,526,340	1,281,802,284	101,275,944	8.6%

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA

		2019	2020	2021	2022	2021-2022 Change
LEGISLATIVE & EXECUTIVE						
1000	County Board	11.0	11.0	9.0	10	1.0
1011	County Executive—General Office	8.0	9.0	9.0	9.0	0
1020	County Executive—Intergovernmental Relations	1.0	2.0	2.0	2.0	0
1021	County Executive—Veterans Service ¹	2.0	3.0	0	0	0
	Total Legislative & Executive	22.0	25.0	20	21.0	1.0
STAFF						
1090	Office of Equity	6.0	7.0	7.0	7.0	0
1120	Personnel Review Board	3.0	3.0	3.0	3.0	0
1130	Corporation Counsel	23.0	23.0	25.0	25.0	0
1140	Department of Human Resources	62.0	63.0	64.0	67.0	3.0
1150	Dept. of Admin. Services—Risk Management	7.0	7.0	7.0	7.0	0
1151	Dept. of Admin. Services—General Fund	182.0	184.0	175.0	174.0	(1.0)
1160	Dept. of Admin. Services—Info. Management Services	49.0	69.0	73.0	75.5	2.5
1157	Strategy, Budget & Performance ²	0	0	0	19.0	19.0
	Total Staff	332.0	356.0	354.0	377.5	23.5
COURTS & JUDICIARY						
2000	Combined Court Related Operations	293.5	293.5	293.5	297.5	4.0
2430	Department of Child Support Services	142.0	142.0	139.0	139.0	0
2900	Courts—Pre-Trial Services	2.0	3.0	3.0	3.0	0
	Total Courts & Judiciary	437.5	438.5	435.5	439.5	4.0
GENERAL GOVERNMENTAL SERVICES						
3010	Election Commission ³	0	0	0	0	0
3090	County Treasurer	8.5	10	10	10	0
3270	County Clerk	16.0	16.0	18.5	18.5	0
3400	Register of Deeds	26.0	25.0	24.0	24.0	0
3700	Office of the Comptroller	62.0	61.0	62.0	62.0	0
	Total General Governmental Services	112.5	112.0	114.5	114.5	0
PUBLIC SAFETY						
4000	Office of the Sheriff	708.0	723.0	718.0	712.0	(6.0)
4300	House of Correction	363.0	363.0	359.0	359.0	0
4500	District Attorney	155.0	162.0	164.0	167.0	3.0
4800	Emergency Management	53.0	56.0	54.0	59.3	5.3
4900	Medical Examiner	33.0	33.0	33.0	35.0	2.0
	Total Public Safety	1312.0	1337.0	1328.0	1332.3	4.3

(CHART CONTINUES ON NEXT PAGE)

Comparison of Funded Full-Time Position Equivalents

BY FUNCTIONAL AREA (CONTINUED)

		2019	2020	2021	2022	2021-2022 Change
DEPARTMENT OF TRANSPORTATION						
5040	Airport	257.0	242.0	241.0	246.0	5.0
5090	Transportation Services ⁴	12.0	12.0	12.0	12.0	0
5100	Highway Maintenance ⁴	117.2	118.2	118.2	118.2	0
5300	Fleet Management	34.0	47.0	47.0	51.0	4.0
5800	Director's Office	8.0	7.0	7.0	8.0	1.0
	Total Transportation	428.2	426.2	425.2	435.2	10
HEALTH & HUMAN SERVICES						
6300	DHHS—Behavioral Health Division	485.6	476.6	488.9	429.4	(59.6)
7900	Aging Services ¹	77.0	76.0	0	0	0
8000	Department of Health & Human Services ¹	325.5	325.5	406.5	420.5	14.0
	Total Health & Human Services	888.1	878.1	895.4	849.9	(45.6)
PARKS, RECREATION & CULTURE						
9000	Parks Division	247.0	249.0	254.0	260	6.0
9500	Zoological Department	151.5	151.5	151.5	155.1	3.6
9910	University Extension	0.75	0.75	0.75	0.75	0
	Total Parks, Recreation & Culture	399.3	401.3	406.3	415.9	9.6
TOTAL — ALL OPERATING DEPARTMENTS		3931.6	3974.1	3978.9	3985.7	6.8

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

¹ The 2021 budget combined the Department of Health and Human Services, the Department on Aging and the Office of Veterans Services into one department. All FTEs for these areas are moved under the Department of Health and Human Services beginning in 2021.

² The 2022 budget created a new Department of Strategy, Budget & Performance.

³ FTEs for the Election Commission are included in the count for the County Clerk.

⁴ Transportation Services (5090) was previously a part of the Highway Maintenance Department. In 2019, Transportation Services was separated into its own agency.

DEPARTMENTAL NARRATIVES

Budget Narrative Readers Guide

LEGISLATIVE & EXECUTIVE FUNCTION

GENERAL GOVERNMENT FUNCTION

ADMINISTRATIVE FUNCTION

COURTS & JUDICIARY FUNCTION

PUBLIC SAFETY FUNCTION

TRANSPORTATION FUNCTION

HEALTH & HUMAN SERVICES FUNCTION

PARKS, RECREATION & CULTURE FUNCTION

DEBT SERVICE FUNCTION

NON-DEPARTMENTAL REVENUE FUNCTION

NON-DEPARTMENTAL EXPENDITURES FUNCTION



**MILWAUKEE
COUNTY**

2022 RECOMMENDED 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 each year since 2015.

Structure of the Narrative

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

Staffing information for the entire department shows 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 “2022 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 full-time FTEs.

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

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

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

“Strategic Implementation”: Includes any changes to the program area for the 2022 budget compared to the 2021 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 2022 budget. This area includes details about positions, services or initiatives that have been increased or decreased. Where necessary, this section describes impacts to performance that are the result of changes in funding. ■

DEPARTMENTAL NARRATIVES

LEGISLATIVE & EXECUTIVE FUNCTION

1000 — County Board of Supervisors

1011 — County Executive – General Office

1020 — County Executive – Office of Government Affairs



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$1,045,085	\$1,063,429	\$998,670	\$1,109,522	\$110,852
Operation Costs	\$66,598	\$63,442	\$217,204	\$128,791	(\$88,413)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$0	\$994	\$0	\$0	\$ 0
Total Expenditures	\$1,111,683	\$1,127,865	\$1,215,874	\$1,238,313	\$22,439
Revenues					
Direct Revenue	\$0	\$830	\$0	\$0	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$ 0	\$ 830	\$ 0	\$ 0	\$ 0
Tax Levy	\$1,111,683	\$1,127,035	\$1,215,874	\$1,238,313	\$22,439
Personnel					
Full-Time Pos. (FTE)	11.0	11.0	9.0	10.0	1.0
Elected Supervisors	18.0	18.0	18.0	18.0	0.0
Seasonal/Hourly/Pool \$	\$19,501	\$28,388	\$28,416	\$53,361	\$24,945
Overtime \$	\$106	\$17	\$0	\$0	\$ 0

Department Mission:

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

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

Our Vision: The Board is committed to the County's vision that "By achieving racial equity, Milwaukee is the healthiest county in Wisconsin." Fostering decision-making through a racial equity lens will support the achievement of the County's vision. To further propel this vision, the Board expanded the scope of the health committee this year 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.

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

Department Description:

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

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

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

Strategic Program Area 1: County Board

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019* Actual	2020* Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,111,683	\$1,127,865	\$1,215,874	\$1,238,313	\$22,439
Revenues	\$0	\$830	\$0	\$0	\$ 0
Tax Levy	\$1,111,683	\$1,127,035	\$1,215,874	\$1,238,313	\$22,439
FTE Positions	11.0	11.0	9.0	10.0	1.0

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

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
<p>The Board is a diverse legislative body comprised of 18 different County officials elected into office for a two-year term. Each Supervisor independently represents a district with about 53,000 County residents. While district offices provide constituent referrals, the Board is a policy-making body and does not provide direct County services. The Board serves the countywide function of ensuring data activity can be heard in a transparent and public format through the legislative committee process. As one example, the Board recently 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	2019 Actual	2020 Actual	2021 Target	2022 Target
<p>The Board is a diverse legislative body comprised of 18 different County officials elected into office for a two-year term. Each Supervisor independently represents a district with about 53,000 County residents. This section will list how six presentations at Board meetings in this term tie to the County’s strategic plan. This term Board meetings included presentations that lifted community interests with a focus on equity: Say Their Names (6/25/2020), Recognition of Black History Month (2/4/2021), Women’s History Month (3/25/2021); Stop Asian American Pacific Islander Hate (5/20/2021), Vision Week (5/20/2021), and Recognition of Pride Month (6/24/2021).</p> <p>As a policy-making body, the primary work of the Board is conducted through legislative actions, which can be found and tracked through the County Legislative Information Center (CLIC). With the County’s focus on racial equity guiding its legislative priorities, this term measures reviewed by the County Board were adopted with an intentional eye on creating intentional inclusion, bridging disparities, and investing in equity.</p>				

Strategic Overview:

The electorate selects a new Board every two years. The 2020-2022 term of the Milwaukee County Board started during an international pandemic on April 20, 2020, with an Organizational Meeting. The 2022-2024 term starts with the April 18, 2022, Organizational Meeting.

Compensation of elected Supervisors and departmental expenditures are subject to the limits of 2013 Wisconsin Act 14 and the conforming local ordinances. These state-imposed stipulations mandate several elements of the structure and responsibilities of the County Board, including a tax levy cap on this department’s annual budget of no more than 0.4 percent of the total tax levy with limited exceptions. The Board’s budget accounts for the full impact of cost-of-living-

adjustments for employees, and automatic salary increases for supervisors with the new term. The strategic realignment confronts the challenges of these limitations, which have a compounding effect on its capacity to represent residents, deliver constituent services, grow community presence, and advance collaborative policies. The 2022 Budget for Org. 1000 provides funding for the previously unfunded Legislative Assistant position and two paid intern positions with the equity intent of breaking a cycle of privilege where those with means have greater opportunities to become leaders and influence public policy.

Strategic Implementation:

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

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

The Board actively seeks diverse perspectives when making decisions and has implemented broader and more inclusive methods of receiving public input. Ecomments, virtual testimony, shared newsletter content, and coordinated social media efforts are new communication tools launched this term. This 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	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$763,523	\$635,105	\$850,730	\$873,958	\$23,228
Operation Costs	\$10,753	\$13,009	\$12,084	\$12,084	\$ 0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$496	\$1,530	\$185	\$5,484	\$5,299
Total Expenditures	\$774,772	\$649,644	\$862,999	\$891,526	\$28,527
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$ 0				
Tax Levy	\$774,772	\$649,644	\$862,999	\$891,526	\$28,527
Personnel					
Full-Time Pos. (FTE)	9.0	9.0	9.0	9.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$0	\$0	\$0	\$0	\$ 0

Department Mission:

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

Department Description:

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

Strategic Program Area 1: General Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$774,276	\$649,643	\$862,999	\$891,526	\$28,527
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$774,276	\$649,643	\$862,999	\$891,526	\$28,527
FTE Positions	9.0	9.0	9.0	9.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined				

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined				

Strategic Overview:

The Office of the County Executive supports 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 these differences in health outcomes are a direct result of social determinants of health, such as income level, educational attainment and neighborhood safety. Social determinants of health play a tremendous role in life expectancy and most health status measures. Government has had a significant impact on these health outcomes, and not always for the better. For generations, racist policies and practices of governments at all levels have unequally distributed health care access, opportunities for high wage jobs, and education access. Milwaukee County is no exception.

With this in mind, 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

Eight staff positions are provided in 2022 to assist the County Executive in day-to-day administrative oversight and management of Milwaukee County. Over the next year, the County Executive's Office will engage partners, elected officials and community members to further advance the strategic plan, create associated metrics, and continue to coordinate the County's response to the COVID-19 pandemic. The County Executive's Office will also work with partners toward a sustainable funding solution for Milwaukee County.

The 2022 Budget re-aligns staff in the Office of the County Executive to provide additional support toward Milwaukee County's strategic plan. The following position actions are included in 2022:

- Transfer 1.0 FTE Organizational Performance Director to the Office of Strategy, Budget, and Performance.
- Transfer 1.0 FTE Strategic Plan Director to the Office of Strategy, Budget, and Performance.
- Abolish 1.0 FTE Constituent Services Specialist, (duties to be transferred to Public Affairs director due to volume)
- Create 1.0 FTE Press Secretary (Communication assistant to Communication Director due to volume)
- Create 1.0 FTE Legislative Affairs Director
- Create 1.0 FTE Public Affairs Director

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$178,786	\$164,018	\$189,828	\$184,134	(\$5,694)
Operation Costs	\$14,877	\$20,393	\$92,024	\$112,024	\$20,000
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$5,497)	(\$)	\$0	\$0	\$ 0
Total Expenditures	\$188,166	\$184,411	\$281,852	\$296,158	\$14,306
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$ 0				
Tax Levy	\$188,166	\$184,411	\$281,852	\$296,158	\$14,306
Personnel					
Full-Time Pos. (FTE)	1.0	2.0	2.0	2.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$0	\$0	\$0	\$0	\$ 0

Department Mission:

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

Department Description:

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

Strategic Program Area 1: Government Affairs

Service Provision: Discretionary

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$188,166	\$184,411	\$281,852	\$296,158	\$14,306
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$188,166	\$184,411	\$281,852	\$296,158	\$14,306
FTE Positions	1.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Activity Data is not available for this area	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Measures are not available for this area	0	0	0	0

Strategic Overview:

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

Strategic Implementation:

Funding is provided for two full-time positions to represent the County's interests before other units and levels of government. In the 2022 budget, there are additional funds to procure contractual services to support activities at the state and federal level.

DEPARTMENTAL NARRATIVES

GENERAL GOVERNMENT FUNCTION

3090 — Office of the County Treasurer

3270 — Office of the County Clerk (including Election Commission)

3400 — Office of the Register of Deeds

3700 — Office of the Comptroller



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$507,141	\$470,849	\$594,152	\$637,068	\$42,916
Operation Costs	\$536,869	\$446,739	\$673,227	\$584,227	(\$89,000)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$0	\$500	\$0	\$0	\$ 0
Total Expenditures	\$1,044,010	\$918,088	\$1,267,379	\$1,221,295	(\$46,084)
Revenues					
Direct Revenue	\$9,081,852	\$7,832,296	\$4,767,320	\$3,750,839	(\$1,016,481)
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$9,081,852	\$7,832,296	\$4,767,320	\$3,750,839	(\$1,016,481)
Tax Levy	(\$8,037,842)	(\$6,914,208)	(\$3,499,941)	(\$2,529,544)	\$970,397
Personnel					
Full-Time Pos. (FTE)	8.5	10.0	10.0	10.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$6	\$0	\$0	\$0	\$ 0

Department Mission:

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

Department Description:

The Office of the Treasurer has five distinct functions:

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

(ERP) system to accommodate a new centralized accounts receivable function for Milwaukee County. The Office of the Treasurer agreed to house this function due to the similarities between accounts receivable functions and operational duties currently being performed by this office.

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

Major Changes in FY 2022

Revenues from investment earnings are budgeted at \$1,720,839. This reflects a reduction of approximately \$1,016,481 compared to 2021. Due to the Covid-19 pandemic and its effect on the economy, county advisors project a lower return on investments in 2022 than in previous years.

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

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$750,535	\$618,434	\$967,379	\$921,295	(\$46,084)
Revenues	\$2,173,859	\$2,319,736	\$2,030,000	\$2,030,000	\$ 0
Tax Levy	(\$1,423,324)	(\$1,701,302)	(\$1,062,621)	(\$1,108,705)	(\$46,084)
FTE Positions	8.5	10.0	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Checks Issued	69,655	48,577	70,000	70,000
Delinquent Tax Notices Processed	13,336	9,694	12,000	12,000
Unpaid Property Tax Parcels Submitted	1,440	1,702	1,400	1,400

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined	0	0	0	0

Strategic Overview:

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

Strategic Implementation:

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

Strategic Program Area 2: Investment Management

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$293,475	\$299,653	\$300,000	\$300,000	\$ 0
Revenues	\$6,907,993	\$5,512,560	\$2,737,320	\$1,720,839	(\$1,016,481)
Tax Levy	(\$6,614,518)	(\$5,212,907)	(\$2,437,320)	(\$1,420,839)	\$1,016,481
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Return on Investment	2.15%	1.19%	1.09%	0.90%
Investment Income per dollar spent on Investment Advisory Services	\$32.17	\$18.40	\$9.12	\$7.55

Strategic Implementation:

Revenues from investment earnings are budgeted at \$1,720,839. This amount is lower than previous years and is based on projections provided by Milwaukee County investment advisors. Due to the coronavirus pandemic and its effect on the economy, county advisors projected a lower return on investments in 2022 than in previous years. The expenditure for investment advisor fees for 2022 remains unchanged from 2021 at \$300,000.

The 2022 Budget does not include a budget amount for the allocation of earnings on general obligation bonds & notes. There are estimates included for airport debt and capital funds. Based on the actual investment earnings and unspent bond amounts in individual capital projects, the Office of the Comptroller will perform an administrative appropriation transfer that will adjust both the Earnings on Investments Budget and the individual capital projects.

Statistical Reporting Data	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Earnings on all Funds (Net of Mark-to-Market)	\$6,770,509	\$6,080,668	\$2,737,320	\$2,263,548
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	(\$1,575,822)	(\$224,955)	(\$322,460)	(\$90,711)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	(\$1,137,728)	(\$2,269,235)	(\$140,540)	(\$451,998)
General Fund Earnings	\$4,056,959	\$3,586,478	\$2,274,320	\$1,720,839

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$984,087	\$1,013,092	\$1,188,962	\$1,258,279	\$69,317
Operation Costs	\$220,852	\$2,737,498	\$341,580	\$677,256	\$335,676
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$21,905	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$1,450	\$60,213	\$0	\$0	\$ 0
Total Expenditures	\$1,228,294	\$3,810,803	\$1,530,542	\$1,935,535	\$404,993
Revenues					
Direct Revenue	\$570,896	\$2,259,715	\$569,102	\$633,751	\$64,649
Intergovernmental Revenue	\$0	\$248,400	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$570,896	\$2,508,115	\$569,102	\$633,751	\$64,649
Tax Levy	\$657,398	\$1,302,688	\$961,440	\$1,301,784	\$340,344
Personnel					
Full-Time Pos. (FTE)	16.0	16.0	18.5	18.5	0.0
Seasonal/Hourly/Pool \$	\$21,092	\$62,342	\$31,970	\$40,189	\$8,219
Overtime \$	\$443	\$4,132	\$0	\$0	\$ 0

Department Mission:

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

Department Description:

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

3270 — OFFICE OF THE COUNTY CLERK

Department: **County Clerk**

UNIT NO. **3270**

FUND: **General — 0001**

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

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

Major Changes in FY 2022

The Milwaukee County Clerk's Office will continue to adjust its operations in 2022 due to the Covid-19 pandemic. It will continue to provide the highest quality service at the lowest cost possible. It will seek ways to maximize efficiency in every area of service it provides. The Clerk's Office will continue to advertise its services to the public to increase revenue. The Clerk's Office anticipates an increase in revenue in 2022 as Courthouse weddings resume, which are a major source of revenue. Additionally, a revenue increase is expected as the number of marriage licenses issued returns to pre-pandemic levels, including those who postponed their marriage ceremonies due to the pandemic.

Expenses increase in the Election Commission budget due to more planned elections in 2022.

Strategic Program Area 1: County Clerk

Service Provision: Mandated

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$885,225	\$812,065	\$955,140	\$1,027,620	\$72,480
Revenues	\$520,126	\$302,823	\$523,352	\$553,001	\$29,649
Tax Levy	\$365,099	\$509,242	\$431,788	\$474,619	\$42,831
FTE Positions	13.0	13.0	15.0	15.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Marriage Licenses Issued	4,630	3622	4,630	4800
Marriage License Waivers	379	350	400	425
Domestic Partnership Declarations Issued	N/A	N/A	N/A	N/A
County Board Files Maintained	925	945	950	950
County Ordinances Published	8	11	12	12
County Board Proceedings Published	11	15	15	15
Contractor Lien Notices/Vendor Levies	15	15	15	15
Claims Processed	251	236	260	240
Summons and Complaints Processed	56	66	70	270
Lobbying Registrations	11	9	15	12
Oaths of Office Administered	56	72	70	70
Wisconsin DNR Licenses Sold	108	72	10	80
Passport Applications Processed	1,713	449	1,730	1700
Documents Notarized	5,128	3,804	5,200	5200

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Customer Satisfaction Survey Rating	99%	99%	99%	99%

Strategic Overview:

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

Strategic Implementation:

As it continues to adjust to changes brought on by the Covid-19 pandemic, the County Clerk’s office will still strive to perform at the existing high level of efficiency, expediency and above all quality. A considerable increase in the number of marriage licenses issued in 2022 is anticipated as many weddings were postponed during 2020 and 2021 due to the pandemic. An anticipated increase in passport applications is expected as world travel normalizes post pandemic. The Clerk’s Office anticipates an increase in revenue in 2022 as the Courthouse wedding ceremonies resume.

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

Strategic Program Area 2: Election Commission

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$343,068	\$2,998,738	\$575,402	\$907,915	\$332,513
Revenues	\$50,770	\$2,205,292	\$45,750	\$80,750	\$35,000
Tax Levy	\$292,298	\$793,446	\$529,652	\$827,165	\$297,513
FTE Positions	3.0	3.0	3.5	3.5	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Elections	2	4	2	4
Special Elections	0	0	1	0
Recounts	0	1	0	0
State/City/Muni/School Board Referendum	5	0	2	4
Campaign Finance Statements	75	148	83	120
Nomination Papers	0	34	5	60

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Customer Satisfaction Survey Rating with Election Stakeholders	94% Excellent	95% Excellent	95% Excellent	95% Excellent

Strategic Overview:

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

Strategic Implementation:

The scheduled 2022 elections include:

3270 — OFFICE OF THE COUNTY CLERK

Department: **County Clerk**

UNIT NO. **3270**

FUND: **General — 0001**

Spring Primary - February 15, 2022

Spring Election - April 5, 2022

Fall Primary – August 16, 2022

Fall Election - November 1, 2022

An amount of \$16,000 is appropriated for the Election Commission to continue with the opt-in program that will notify citizens, through text-messaging and/or e-mail, of upcoming elections. The Election Commission will continue its relationship with Granicus and utilize its GovDelivery platform for this purpose.

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

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$1,036,832	\$929,144	\$1,014,114	\$1,144,807	\$130,693
Operation Costs	\$187,656	\$69,742	\$58,800	\$123,150	\$64,350
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$5,763	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$633	\$1,244	\$0	\$0	\$ 0
Total Expenditures	\$1,230,884	\$1,000,130	\$1,072,914	\$1,267,957	\$195,043
Revenues					
Direct Revenue	\$5,135,578	\$5,473,190	\$4,554,500	\$4,848,000	\$293,500
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$5,135,578	\$5,473,190	\$4,554,500	\$4,848,000	\$293,500
Tax Levy	(\$3,904,694)	(\$4,473,060)	(\$3,481,586)	(\$3,580,043)	(\$98,457)
Personnel					
Full-Time Pos. (FTE)	26.0	25	24.0	24.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$36,919	\$16,562	\$0	\$18,578	\$18,578

Department Mission:

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

Department Description:

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

Major Changes in FY 2022:

- Resume Book Binding Project (\$60,000) that was delayed in 2020 and 2021 due to the COVID-19 pandemic
- Abolish/Create - one Clerk Vital Records (03P) to one Property Analyst 1 (05P)
- Laredo Revenues increased \$75,000 due to ROD policy change.
- ORO revenue \$15,000 - A new revenue source has been created. The ROD receives \$2.50 for each order placed through the web portal Official Records Online (ORO).
- ROD Position Reorganization to align with other Register of Deed Offices in Wisconsin more appropriately.
- Decrease Vital Records revenue \$90,000 due to residual effects of the pandemic.
- The ROD is pleased to announce the automation of vital records (VR) requests. Milwaukee County ROD is the first in Wisconsin to implement this technology. Requests are now made through the new VR kiosks which will process the request, verify the identity of the requester as required by Wisconsin law, and accept payment. The kiosks will accept credit/debit card or provide a cash option that can be paid at the cashier window when customers pick up their certificate. Kiosks can process requests in both English and Spanish.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$321,717	\$276,073	\$280,984	\$299,438	\$18,454
Revenues	\$35	\$452	\$0	\$0	\$ 0
Tax Levy	\$321,682	\$275,621	\$280,984	\$299,438	\$18,454
FTE Positions	4.0	4.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
How we compare to other offices?				
*Much Better	26%	0	40%	40%
*Better	22%	0	30%	30%
*Same	12%	0	0%	0%
*No Opinion	40%	0	30%	30%
Population served in person				
*Black	39%	0	N/A	N/A
*White	39%	0	N/A	N/A
*Latinx	10%	0	N/A	N/A
*Other	12%	0	N/A	N/A

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Level of Customer Service - Excellent	80%	0	90%	90%
Overall experience with service - Satisfied; met expectations	97%	0	100%	100%
How long was the wait? Not too long (5-10 minutes)	77%	0	90%	90%

Strategic Overview:

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

3400 — OFFICE OF THE REGISTER OF DEEDS

Department: **Register of Deeds**

UNIT NO. **3400**

FUND: **General — 0001**

Strategic Implementation:

The ROD's goal is to achieve excellence in customer service. In October 2019, the Register of Deeds Office established a customer service survey program. Being helpful, responsive, and friendly to county residents and industry partners are ROD's goals. Due to the pandemic, the public was not being served in person. Therefore, no survey data for 2020 is available.

Strategic Program Area 2: Real Estate Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$328,165	\$205,904	\$177,804	\$230,507	\$52,703
Revenues	\$4,790,493	\$5,283,406	\$4,254,000	\$4,628,000	\$374,000
Tax Levy	(\$4,462,328)	(\$5,077,502)	(\$4,076,196)	(\$4,397,493)	(\$321,297)
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Requester:				
Individuals	235	649	200	350
Law Firms	67	84	70	70
Financial Institutions	70	44	65	65
Title Insurers/Researchers	246	195	250	150
Others (Utilities, outside govt)	19	10	20	15
Total Mail/Phone Searches	637	982	605	650
Follow up Required from Requester	7	12	20	20
Document Types Requested				
Mortgage	92	144	90	100
Deed	586	966	500	600
Assignments	24	11	50	20
Releases	79	77	80	80
LisPendens	29	21	30	30
*Other	255	208	200	200
Total Documents	1065	1457	950	1030

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

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percent of time recorded paper documents are scanned into the imaging system within 2 business days after recorded date	100%	100%	100%	100%
Percent of document data INDEXED within 4 business days after the recorded date	94%	100%	100%	100%
Percent of indexed data VERIFIED within 10 business days after the indexed date	97%	71.2%	98%	98%

Strategic Overview:

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

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

Strategic Implementation:

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

Strategic Program Area 3: Vital Statistics

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$260,228	\$218,741	\$256,614	\$252,369	(\$4,245)
Revenues	\$340,428	\$185,907	\$296,000	\$215,500	(\$80,500)
Tax Levy	(\$80,200)	\$32,834	(\$39,386)	\$36,869	\$76,255
FTE Positions	7.0	6.0	6.0	5.0	(1.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Vital Records Placed on File	28,620	27,789	28,000	28,000
Cert Copies: Birth, Death, Marriage Records	75,216	41,001	45,000	60,000
Vital Records Correction, No Fee	2,095	5,185	5,000	5,000
Vital Records No Fee – Veterans Office Use Only	431	385	300	300
Marriage Registration	4,220	3,045	2,000	2,000
Genealogy – Records Reviewed	212	30	0	50

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percent of death records and marriage records examined and processed within 1 business day of receipt	100%	100%	100%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	100%	98%	100%	100%

Strategic Overview:

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

Strategic Implementation:

Certified copies of vital records are sold to the 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 our webpage created a new revenue for each record accessed. One (1) Clerk Vital Records is being abolished to create a Property Analyst I in the Tax Listing Strategic Program Area. This is part of the ROD Office's reorganization that will take place in 2022 to align positions more appropriately with that of other Wisconsin ROD Offices.

Strategic Program Area 4: Document Examination & Cashier Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$196,028	\$167,150	\$209,360	\$296,187	\$86,827
Revenues	(\$600)	\$298	\$0	\$0	\$ 0
Tax Levy	\$196,628	\$166,852	\$209,360	\$296,187	\$86,827
FTE Positions	7.0	7.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Recordings	101,165	123,098	120,000	120,000
Transfer Tax Collected	16,678	17,147	16,000	15,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percent of electronic documents recorded within 2 business days of receipt (1 day for	100%	100%	100%	100%
Percent of paper documents recorded within 2 business days of receipt	97%	65.4%	97%	97%

Strategic Overview:

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

Strategic Implementation:

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

Strategic Program Area 5: Tax Listing

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$125,585	\$132,261	\$148,152	\$189,456	\$41,304
Revenues	\$5,222	\$3,128	\$4,500	\$4,500	\$ 0
Tax Levy	\$120,363	\$129,133	\$143,652	\$184,956	\$41,304
FTE Positions	3.0	3.0	3.0	4.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of times when previous month’s assessor information sent to each municipality by the 25th of each month (20 days in for 2018)	All 12 months	All 12 months	All 12 months	All 12 months

Strategic Overview:

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

Strategic Implementation:

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

One (1) Property Analyst I is being created by abolishing a Clerk Vital Records in the Vital Records Strategic Program area. This is part of the ROD Office’s reorganization that will take place in 2022 to align positions more appropriately with that of other Wisconsin ROD Offices.

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$3,593,845	\$3,669,749	\$3,947,356	\$4,257,038	\$309,682
Operation Costs	\$768,459	\$918,698	\$779,114	\$695,417	(\$83,697)
Debt & Depreciation	\$0	\$	\$0	\$0	\$ 0
Capital Outlay	\$0	\$	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$51,490)	(\$46,835)	(\$92,360)	(\$47,297)	\$45,063
Total Expenditures	\$4,310,814	\$4,541,612	\$4,634,110	\$4,905,158	\$271,048
Revenues					
Direct Revenue	\$317,027	\$310,965	\$143,000	\$143,000	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$317,027	\$310,965	\$143,000	\$143,000	\$ 0
Tax Levy	\$3,993,787	\$4,230,647	\$4,491,110	\$4,762,158	\$271,048
Personnel					
Full-Time Pos. (FTE)	62.0	61.0	62.0	62.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$14,467	\$25,466	\$0	\$0	\$0

Department Mission:

The Office of the Comptroller maintains Milwaukee County’s accounting books, monitors and reports on budget versus actual fiscal results, prepares annual financial reports of the government and government agencies, and analyzes proposals for the use of County funds. The Office works to ensure that fiscal decisions are made based on sound financial information.

Department Description:

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

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

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

Major Changes in FY 2022

The Comptroller's Office has a slight increase in its 2022 tax levy compared to 2021. In an effort to keep the Comptroller's tax levy increase to a minimum, the 2022 budget maintains a high vacancy and turnover of \$363,760, which is roughly 8.5 percent of total salaries. The Comptroller has a critical need to maintain at a minimum its current staffing in 2022 due to the launch of the ERP (Enterprise Resource Planning), and a high vacancy and turnover will limit the department's ability to quickly adjust to the changing fiscal needs of the County.

The Comptroller maintains his commitment to the County's racial equity goals and continues to implement the office's racial equity initiatives. A team of interested staff is being appointed to lead racial equity initiatives in the department. This team will engage managers in meaningful opportunities to understand and learn about inclusive leadership and provide opportunities for managers and team leads to explore best practices for creating an inclusive workplace culture. The Comptroller will hold managers accountable for the retention and advancement of Black, Indigenous, and People of Color (BIPOC), as well as for designing articulated plans and development opportunities including high-visibility assignments.

Strategic Program Area 1: Administration/Fiscal Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$516,593	\$776,757	\$769,705	\$901,128	\$131,423
Revenues	\$0	\$0	\$0	\$143,000	\$143,000
Tax Levy	\$516,593	\$776,757	\$769,705	\$758,128	(\$11,577)
FTE Positions	6.0	6.0	7.0	6.0	(1.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Provide fiscal projections to County Board & County Executive	12	12	12	12
Review fiscal notes presented to the County Board for accuracy	n/a	n/a	n/a	480

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
GFOA Award for Excellence in Financial Reporting	1	1	1	1
Unqualified Audit Opinion	1	1	1	1

Strategic Overview:

The Administration Division houses the elected County Comptroller and the Office’s Financial Services Section. Per Wisconsin Statutes §59.255, the Comptroller is responsible for administering the financial affairs of the County, reviewing contracts, providing fiscal notes and fiscal analyses of all matters requested, and providing a five-year fiscal forecast.

Strategic Implementation:

Payment Plus revenue was previously budgeted in the Central Payables Division but has been moved to the Administration/Fiscal Services Division. Payment Plus revenue are rebates received from US Bank under the Western States Contracting Alliance (WSCA) agreement. Rebates are earned on payments made to vendors through the program and on the volume of purchases made on the Purchasing Cards throughout the County. This revenue remains somewhat volatile as vendors generally prefer to be paid electronically rather than through the Payment Plus program. Purchasing Card revenue may increase over time as departments use Purchasing Cards for more purchases in the future. 1.0 FTE Business Systems Analyst is transferred from this program area to Central Payroll.

Strategic Program Area 2: Central Accounting

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$458,336	\$463,827	\$ 492,422	\$ 494,504	\$2,082
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$458,336	\$463,827	\$492,422	\$494,504	\$2,082
FTE Positions	8.0	8.0	8.0	8.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Produce the ACFR and single Audit Report	1	1	1	1
Close financial system on annual basis	1	1	1	1
Prepare countywide financial reports	12	12	12	12

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 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 Division prepares countywide monthly financial reports, publishes the Annual Comprehensive Financial Report and Single Audit report, files annual State of Wisconsin annual Municipal Financial Report Form A, prepares and files monthly State Sales and Expo tax returns, and maintains various accounting systems.

Strategic Implementation:

This Division will continue to support the newly implemented ERP in 2022.

Strategic Program Area 3: Central Payables

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$496,546	\$524,889	\$436,138	\$ 563,867	\$127,729
Revenues	\$ 296,642	\$291,936	\$125,000	\$ 0	(\$125,000)
Tax Levy	\$199,904	\$232,953	\$311,138	\$563,867	\$252,729
FTE Positions	10.0	10.0	10.0	11.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Services and commodities funds processed	\$441 million	\$452 million	\$467 million	\$482 million
Review contracts as to funds available	Approx. 1,300	Approx. 1,333	Approx. 1,300	Approx. 1,300

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percentage of invoices paid by the contractual deadline	Not tracked	Not tracked	Not tracked	100%
Provide feedback to departments to strengthen their contracts and the County's fiscal health	Approx. 700	Approx. 700	Approx. 700	Approx. 700
Help issue guides and templates with standard language to protect the County and increase efficiency in the contracting process	3	3	4	4
Provide monthly summaries of the County's contracts and purchases to promote transparency and fiscal health	12	12	12	12

Strategic Overview:

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

Strategic Implementation:

This Division will continue to support the newly implemented ERP in 2022. Payment Plus program revenue previously budgeted in this Division has been transferred to the Administration/Fiscal Services Division. 1.0 FTE is transferred to this program area from Administration/Financial Services

Strategic Program Area 4: Central Capital

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$232,570	\$223,484	\$227,866	\$242,625	\$14,759
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$232,570	\$223,484	\$227,866	\$242,625	\$14,759
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Debt Issuances	9	4	4	4
Monitor Capital Program	ongoing	ongoing	ongoing	ongoing
Provide Carryover Report	1	1	1	1

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Maintain or improve Bond Rating to enhance the County's fiscal health and sustainability:				
Standard & Poor's	AA Stable	AA Stable	AA Stable	AA Stable
Moody's	Aa2 Stable	Aa2 Stable	Aa2 Stable	Aa2 Stable
Fitch	AA Stable	AA Stable	AA Stable	AA Stable

Strategic Overview:

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

Strategic Implementation:

This Division will continue to support the newly implemented ERP in 2022.

Strategic Program Area 5: Central Payroll

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$656,031	\$574,263	\$566,762	\$ 605,854	\$39,092
Revenues	\$20,384	\$19,029	\$18,000	\$ 0	(\$18,000)
Tax Levy	\$635,647	\$555,234	\$548,762	\$605,854	\$57,092
FTE Positions	12.0	11.0	11.0	11.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Process payroll	26	27	26	26
Issue W-2s	1	1	1	1
Oversee Travel Cards	No activity	No activity	Approx. 75	Approx. 75

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Limit the number of manual onsite checks to an average 5 per month	NA	NA	NA	60

Strategic Overview:

Pursuant to Milwaukee General Ordinances, the Central Payroll Division is responsible for countywide payroll processing. This Division also is responsible for administering the County’s payroll and time reporting system. The Division operates with the goal of dismantling the silos within the County. The Division consistently looks for and proposes new processes for payroll so that pay policies remain consistent across the County, maintaining and improving employee morale and thus improving quality of work.

Strategic Implementation:

This Division will continue to support the newly implemented Ceridian payroll and human resource products in 2022. Revenue for Garnishment Administration Fees is moved from this Division to the Administration/Fiscal Services Division for 2022.

Strategic Program Area 6: Audit Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,656,624	\$1,688,659	\$1,845,989	\$ 1,768,288	(\$77,701)
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$1,656,624	\$1,688,659	\$1,845,989	\$1,768,288	(\$77,701)
FTE Positions	20.0	20.0	20.0	20.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Reports to policymakers regarding audit issues	Not tracked	Not tracked	Not tracked	10
Process Fraud, Waste, and Abuse Allegations	111	113	111	115
Perform Bank Reconciliations	757	757	757	Approx. 760

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percentage of performance audits which contain racial equity analysis	Not tracked	Not tracked	Not tracked	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 all 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 which result 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 of 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.

Strategic Program Area 7: Research Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$294,113	\$289,733	\$295,228	\$ 328,892	\$33,664
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$294,113	\$289,733	\$295,228	\$328,892	\$33,664
FTE Positions	4.0	4.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Produce Annual Budget Overview	1	1	1	1
Prepare/review resolutions and ordinances for elected officials and departmental staff	Approx. 69	Approx. 82	70	80
Prepare amendments	Approx. 110	Approx. 117	110	110
Provide professional administrative staff for legislative meetings	102	108	110	115

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percentage of legislative standing committee and board meetings served.	100%	100%	100%	100%

Strategic Overview:

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

Strategic Implementation:

There are no major changes in 2022.

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DEPARTMENTAL NARRATIVES

ADMINISTRATIVE FUNCTION

1091 — Office of Equity

1120 — Personnel Review Board,
Civil Service Commission & Ethics Board

1130 — Corporation Counsel

1140 — Department of Human Resources

1151 — Department of Administrative Service

1157 — Office of Strategy, Budget & Performance



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$424,266	\$385,248	\$547,988	\$583,851	\$35,863
Operation Costs	\$364,161	\$284,642	\$440,353	\$350,056	(\$90,297)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$22,396	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$644	\$0	\$325	\$1,250	\$ 925
Total Expenditures	\$811,467	\$669,890	\$988,666	\$935,157	(\$53,509)
Revenues					
Direct Revenue	\$0	\$37,693	\$0	\$0	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$ 0	\$37,693	\$ 0	\$ 0	\$ 0
Tax Levy	\$811,467	\$632,197	\$988,666	\$935,157	(\$53,509)
Personnel					
Full-Time Pos. (FTE)	6.0	7.0	7.0	7.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$0	\$0	\$0	\$0	\$ 0

Department Mission:

Through strategic partnerships and collaboration with County leaders and community organizations, the Office of Equity 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.

Department Description:

Chapter 108 “Achieving Racial Equity and Health” of the Milwaukee County Code of General Ordinances resolves that by achieving racial equity, the County will eliminate health and opportunity gaps along racial lines and increase the success of all residents by distributing resources justly across communities. To accomplish this, the Office of Equity will broadly engage county residents and stakeholders and collaborate with County leaders and departments to assess and transform policies, practices, and power structures to help the County become a place where all citizens are healthy and thriving.

The Office of Equity builds upon the previous work and mission of the Office on African American Affairs (OAAA) and will prioritize engaging and elevating the voices and lived experiences of African Americans and other communities of color in decision making. The office will focus on building bridges between community and government, engaging cross-sector systems and community partners, and increasing the capacity of residents and decision makers to address racial inequities. The office will foster community resilience by using participatory frameworks that allow all stakeholders to critically examine and challenge power structures, advocate for shifting resources where they are needed, and work to

eliminate barriers to access and inclusion in ways that are responsive, transparent, and accountable to people of color and other vulnerable communities. The office will facilitate collective impact and track improvement in racial equity awareness and practice at the County and community level.

The Office of Equity is committed to putting people of color and other vulnerable communities at the center of shaping the County's strategic plan priorities and will strategically position the County to play a much larger role in advancing health and racial equity throughout the Greater Milwaukee region and state.

Major Changes in FY 2022

The Office on African American Affairs (OAAA) will be restructured as the Office of Equity to increase the County's reach and capacity to recognize and resolve racial inequities for the benefit of all citizens and for the region to achieve its full potential. To accomplish this, the Office of Equity will broadly engage county residents and stakeholders and collaborate with County leaders and departments to assess and transform policies, practices, and power structures to help the County become a place where all citizens are healthy and thriving. A reorganization of OAAA's staff structure will include expert staff who will engage in equity research and policy analysis, standardize community engagement practice, and provide innovative solutions and technical assistance to guide and support County leaders, departments, and community and municipal partners in their efforts to improve health and racial equity.

2022 Major Position Changes

The OAAA Director is retitled to Chief Equity Officer.

Six (6) positions (Senior Equity Manager, Equity Research and Program Manager, Communications Manager, Research and Policy Manager, Equity Analyst, and Senior Clerical Assistant) are eliminated in 2022.

Two (2) Senior Equity Consultant positions are created. These staff consultant positions will advise and provided direct support and partnership to County departments and divisions to identify and remedy inequitable policies, processes, and other practices; partner with Human Resources to provide change management support to the workforce and manage the County's Racial Equity Ambassador program.

One (1) Community Engagement Manager position is created. The position will develop standard practices and frameworks for community engagement, support building community engagement capacity in County departments and divisions and lead countywide community engagement initiatives.

One (1) Community Outreach Coordinator position is created. The position will organize and support community outreach activities and build strategic partnerships with different vulnerable populations with an emphasis on the needs of black and brown communities.

One (1) Senior Equity Policy Manger position is created. The position will lead equity research and policy development, research and policy analysis, and policy advocacy activities with an emphasis on social determinants of health and drive collaborative community-government-academic equity research partnerships.

One (1) Equity Research Analyst position is created. The position will conduct research and policy analysis and support equity-based research initiatives.

Strategic Program Area 1: Office of Equity

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$811,467	\$669,890	\$988,666	\$935,157	(\$53,509)
Revenues	\$ 0	\$37,693	\$ 0	\$ 0	\$ 0
Tax Levy	\$811,467	\$632,197	\$988,666	\$935,157	(\$53,509)
FTE Positions	6.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022Target
Number of racial equity trainings provided	55	35	20	50
Number of Racial Equity Ambassador meetings held	12	10	10	12
Number of community engagement events and meetings attended	150	250	350	450
Grants supported and submitted (internal/external)	2/2	3/3	3/3	4/4
Number of requests for support with racial equity initiatives and concerns	30	50	50	20

How Well We Do It: Performance Measures				
Performance Measure	2019Actual	2020Actual	2021Target	2022Target
Percentage of Milwaukee County employees who were assigned racial equity training and participated in at least one racial equity training	95%	90%	95%	95%
Number of Racial Equity Ambassadors who participated in program workgroups and learning communities	78	50	50	50
Strategic partnerships development – Number of Community Organization Partners	75	150	250	250

Strategic Overview:

The Office of Equity 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. To accomplish this, the Office of Equity will engage in equity research and policy analysis, standardize community engagement practice, and

1091 — OFFICE OF EQUITY

Department: **Office of Equity**

UNIT NO. **1091**

FUND: **General — 0001**

provide innovative equity solutions and technical assistance to guide and support County leaders, departments, community partners, and municipalities in their efforts to improve health and racial equity outcomes.

Strategic Implementation:

The Office of Equity will support County leaders and empower the community to achieve positive, long-term, sustainable change through a collective impact approach, and will measure its success by tracking the County's progress against a broad set of equity indicators which include power and accountability metrics related to access, awareness, participation, investment, culture/climate, commitment, capacity, and community cohesion. Expenditures decrease in 2022 due to the transfer of contractual funding for racial equity training from the Office of Equity to the Learning and Development function in the Department of Human Resources.

**1120 — PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD**

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

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

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$175,435	\$156,787	\$199,328	\$205,692	\$6,364
Operation Costs	\$5,565	\$19,335	\$64,223	\$53,789	(\$10,434)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$99	\$0	\$45	\$99	\$ 54
Total Expenditures	\$181,099	\$176,122	\$263,596	\$259,580	(\$4,016)
Revenues					
Direct Revenue	\$151	\$3	\$0	\$0	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$ 151	\$3	\$ 0	\$ 0	\$0
Tax Levy	\$180,948	\$176,119	\$263,596	\$259,580	(\$4,016)
Personnel					
Full-Time Pos. (FTE)	3.0	0.0	3.0	3.0	0.0
Seasonal/Hourly/Pool \$	\$27,444	\$0	\$25,320	\$25,320	\$ 0
Overtime \$	\$105	\$0	\$0	\$0	\$ 0

Department Mission:

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

Department Description:

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

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

**1120 — PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD**

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

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

Major Changes in FY 2022

The Ethics Board is working with the Information Management Services Division (IMSD) to create an online filing system for Statements of Economic Interests (SEI's). The intent is to make the filing process easier for required filers utilizing a digital database going forward. No other major changes are anticipated for 2022.

**1120 — PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD**

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

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

Strategic Program Area 1: Personnel Review Board

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$168,583	\$150,321	\$245,546	\$230,535	(\$15,011)
Revenues	\$151	\$3	\$0	\$0	\$ 0
Tax Levy	\$168,432	\$150,318	\$245,546	\$230,535	(\$15,011)
FTE Positions	3.0	3.0	3.0	3.0	0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Meetings	25	23	26	26
Number of Cases Filed	94	48	84	80
Cases Closed	99	43	74	74
Number of Cases Heard by the PRB	16	9	14	14
Written Decisions Issued During the Year	16	9	14	14
Number of Determinations Appealed	1	0	0	0
Number of Pending Court Cases	1	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Average Number of Days to Resolve a Case	35	31	30	30
Cases Closed in 90 Days	(96%)	98%	98%	98%
Days Between Hearing and Written Decision	24	21	21	21

Strategic Overview:

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

Strategic Implementation:

The 2022 Budget reflects the relative consistency in volume of charges for employee disciplinary matters and continued levels of service, training, and outreach. The 2022 Budget for the Personnel Review Board maintains its five part-time non-County employee Board members as well as its high level of service.

**1120 — PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD**

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

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

Strategic Program Area 2: Civil Service Commission

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$12,517	\$11,611	\$5,250	\$13,745	\$8,495
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$12,517	\$11,611	\$5,250	\$13,745	\$8,495
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Commission Meetings	6	5	5	6
Number of BHD Hearing Examiner Meetings	2	2	1	0
Number of BHD Disciplinary Cases Filed	8	5	3	0
Number of Disciplinary Cases Heard by the Commission	1	4	4	0
Requests to Transfer Positions from Classified to Unclassified	7	6	3	3
Merit System and Other Non-Disciplinary Appeals	0	0	1	0
Changes to Civil Service Rules	0	0	1	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Average Number of Days to Resolve a Case	61	84	75	0
Cases Closed in 90 Days	(100%)	100%	100%	100%
Days Between Hearing and Written Decision	53	190	80	50

Strategic Overview:

The 2022 Civil Service Commission is comprised of five members. Appointments are made based on recognized and demonstrated interest in and knowledge of the problems of civil service. The Commission meets bimonthly to hear the Hearing Examiner’s recommendations, if any, concerning the suspension, demotion, or discharge of County employees and to make its determination. The Commission also hears requests to move certain positions within the County from classified to unclassified status (and vice versa) as well as requests concerning changes to the Civil Service System.

**1120 — PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD**

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

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

Strategic Implementation:

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

**1120 — PERSONNEL REVIEW BOARD,
CIVIL SERVICE COMMISSION & ETHICS BOARD**

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

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

Strategic Program Area 3: Ethics Board

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$0	\$14,190	\$12,800	\$15,300	\$2,500
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$ 0	\$14,190	\$12,800	\$15,300	\$2,500
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Meetings	5	5	4	4
Written Opinions	33	23	25	30
Investigation Requests/Verified Complaints Filed	3	1	1	0
Open Records Requests	10	4	6	8

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Average Number of Days to Issue Advisory	12	8	10	10
Average Number of Days to resolve Investigation Request/Complaint	84	15	30	75
Statement of Economic Interests Filings	98%	99%	100%	99%

Strategic Overview:

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

Strategic Implementation:

The 2022 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.

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$1,895,883	\$1,850,818	\$2,328,213	\$2,375,247	\$47,034
Operation Costs	\$182,960	\$126,763	\$107,534	\$107,534	\$ 0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$833,145)	(\$1,185,655)	(\$904,050)	(\$963,730)	(\$59,680)
Total Expenditures	\$1,245,698	\$791,926	\$1,531,697	\$1,519,051	(\$12,646)
Revenues					
Direct Revenue	\$205,924	\$241,218	\$200,000	\$206,189	\$6,189
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$205,924	\$241,218	\$200,000	\$206,189	\$6,189
Tax Levy	\$1,039,774	\$550,708	\$1,331,697	\$1,312,862	(\$18,835)
Personnel					
Full-Time Pos. (FTE)	23.0	23.0	25.0	25.0	0.0
Seasonal/Hourly/Pool \$\$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$8,687	\$	\$0	\$0	\$ 0

Department Mission:

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

Department Description:

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

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

Major Changes in FY 2022

OCC is budgeted with a full staffing model of highly qualified attorneys and support staff, with skill sets applicable to a wide variety of legal practice areas. In 2022, OCC will begin implementation of the next phase of its legal practice management processes, using an existing tool, OnBase, that will allow the OCC to:

- Provide its clients with the level of service they need and demand by using database tools, a centralized legal opinion library, and analytics to demonstrate efficacy.
 - Manage documents by uploading, classifying, and sharing information, and having the ability to search for specific materials related to any ongoing matters.
 - Eliminate reliance on an internal drive that has security risks and capacity limitations and get rid of a backlog of over 20,000 paper files to electronic, that will now be saved to a secure, cloud-based server.

Strategic Program Area 1: Corporation Counsel

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,245,698	\$791,927	\$1,531,697	\$1,519,051	(\$12,646)
Revenues	\$205,924	\$241,218	\$200,000	\$206,189	\$6,189
Tax Levy	\$1,039,774	\$550,709	\$1,331,697	\$1,312,862	(\$18,835)
FTE Positions	23.0	23.0	25.0	25.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined	0	0	0	0

Strategic Overview:

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

Strategic Implementation:

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

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$4,633,156	\$3,701,703	\$4,311,938	4,633,007	\$321,069
Operation Costs	\$729,757	\$572,006	\$732,381	892,381	\$160,000
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$151,658	\$177,569	(\$129,827)	(\$128,628)	\$1,199
Total Expenditures	\$5,514,571	\$4,451,278	\$4,914,492	\$5,396,760	\$482,268
Revenues					
Direct Revenue	\$6,639	\$6,000	\$6,200	\$6,000	(\$ 200)
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$6,639	\$6,000	\$6,200	\$6,000	(\$ 200)
Tax Levy	\$5,507,932	\$4,445,278	\$4,908,292	\$5,390,760	\$482,468
Personnel					
Full-Time Pos. (FTE)	62.0	63.0	64.0	67.0	3.0
Seasonal/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$0	\$0	\$0	\$0	\$0

Department Mission:

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

Department Description:

The Department of Human Resources consists of seven (7) service areas: the Director’s Office, including Diversity and Inclusion and Employee Engagement; Compensation & HRIS; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits & HR Metrics; Retirement Plan Services.

1140 — DEPARTMENT OF HUMAN RESOURCES

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Major Changes in FY 2022

The Department of Human Resources (HR) 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 by diversifying the workforce and creating and nurturing an inclusive workplace culture. The 2022 budget creates 3.0 new FTEs and includes additional contractual support to fund diverse recruitment initiatives, advertising, and marketing and inclusion programs

Strategic Program Area 1: Directors Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$428,857	\$491,714	\$267,065	\$422,300	\$155,235
Revenues	\$6,639	\$6,000	\$6,200	\$6,000	(\$ 200)
Tax Levy	\$422,218	\$485,714	\$260,865	\$416,300	\$155,435
FTE Positions	0.4	4.0	3.0	5.0	2.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Ratio of Countywide interview teams with racial and gender diversity	No Data	No Data	40%	25%

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
New Procedures Documented	7	1	5	5

Strategic Overview:

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

Strategic Implementation:

1.0 FTE Employee Engagement Coordinator is transferred in from program area 4 and 1.0 FTE Data Analytics Coordinator is created. The Data Analytics Coordinator is responsible for analyzing current processes to help establish and maintain current workforce data. The position will also be responsible for ensuring accuracy of the workforce data and will be a dedicated workforce analyst to help drive racial equity Key Performance Indicators (KPIs). The position will assist with internal Racial Equity (RE) training by managing the training data, evaluating training effectiveness, and working to create measurable outcomes for the County’s RE training.

The Director’s Office will work to move the County’s diversity and inclusion strategic initiatives forward. Due to operational changes because of the Covid-19 pandemic, the Director’s Office shift 2021 targets to 2022. The Director’s Office will continue to focus on establishing interview panel criteria to help ensure interview teams across Milwaukee County are balanced by gender and race. In 2022, HR will continue documenting procedures to ensure that all internal and external processes can be examined with a racial equity lens. The Director’s Office is also planning to deploy the biennial Employee Engagement Survey, continuing the traditional two-year cadence of this effort.

Strategic Program Area 2: Compensation & HRIS

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$340,417	\$260,731	\$329,740	\$339,747	(\$10,007)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$340,417	\$260,731	\$329,740	\$339,747	\$10,007
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Positions Reclassed/Reallocated	858	753	2,000	2,000
Position Action Forms Processed*	3,389	2,690	3,000	3,000

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

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Unique Position Titles	979	982	920	875
Unique Salary Ranges	269	292	240	250

Strategic Overview:

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

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

Strategic Implementation:

Expenses slightly increase due to an allotment put in place to further support ongoing compensation transformation efforts. In 2022, the Compensation/HRIS Division will continue a compensation study to help align the County’s pay grades, steps and titles. \$2.5M is included in Org 1972 – Wage and Benefit Modification for midyear salary adjustments based on the results of a compensation study. In order to simplify the County’s Compensation structure and provide more clear guidance to customers, the Compensation division will further work to consolidate job titles and reduce the number of pay ranges in 2022.

Strategic Program Area 3: Employee Relations

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,181,170	\$1,023,701	\$1,112,274	\$1,061,721	\$50,553
Revenues	\$0	\$0	\$0.00	\$0	\$ 0
Tax Levy	\$1,181,170	\$1,023,701	\$1,112,274	\$1,061,721	\$50,553
FTE Positions	19.0	20.0	20.0	19.0	(1.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Employment Investigations	42	23	40	40

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Employees surveyed as “Fully Engaged”	29%	54%	60%	60%

*2020 Data is the percentage of employees who rated employee engagement questions as “agree or strongly agree”. The 2019 survey was completed by a previous vendor with slightly different questions so it is not a 1-to-1 comparison

Strategic Overview:

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

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

Strategic Implementation

1.0 FTE Employee Engagement Coordinator is transferred to Program Area 1 – HR Administration.

Strategic Program Area 4: HR Operations and Talent Acquisition

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$914,087	\$679,912	\$1,029,552	\$1,181,446	\$151,894
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$914,087	\$679,912	\$1,029,552	\$1,181,446	\$151,894
FTE Positions	10.0	10.0	9.0	10.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Job Requisitions	466	389	400	400
Applications Processed	32,185	19,482	40,000	45,000
New Employees Oriented	791	554	650	700
Central New Employee Orientation Sessions*	26	6	0*	0*
Background Checks	1,473	984	1,200	1300
Pre-Employment Health Screens/Drug Tests	735	498	550	650
Open Records Request	331	254	400	300

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2021 Target
Cycle Time	17.6 Days	14.6 Days	17 Days	10 Days
Racial Diversity in Manager Applicant Pools	29%	18%	35%	>35%
Turnover Rate**	29.0%	28.9%	20%	<20%

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

**Non-Retirement separations divided by employee count

Strategic Overview:

Through strategic partnerships and collaboration with our 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 our community and carry out the services provided by Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering applicant performance tests, and providing 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 New Employee Orientation program, which is a critical step in onboarding new employees. Other workforce operations include pre-

employment activities, managing the public and County staff walk-ins, and processing and responding to Open Record Requests.

Strategic Implementation:

1.0 FTE Diversity Recruiter position is created in 2022 to have an exclusive focus on external diversity recruitment efforts. A Diversity Recruiter is engaged in 'active recruitment and sourcing' seeking out candidates from diverse backgrounds. This position will build relationships with outside organizations to develop diverse talent pipelines, conduct diverse sourcing and support the overall goals of workforce diversity and inclusion. The Diversity Recruiter also partners with departments to create and execute strategic recruitment plans aimed at attracting and retaining a diverse workforce. An additional allocation of \$60k is included in 2022 to provide more resources for advertising positions to diverse communities.

The focus on attracting talent for the recruitment function at Milwaukee County has HR having an increased posting presence on social media platforms inclusive of a Facebook page dedicated to our jobs, more frequency on larger job aggregators and affinity posting sites, all resulting in more viral distribution of our jobs and decreased job advertisement spending. Starting in 2021 and continuing in 2022, DHR Talent Acquisition will conduct in-person meetings with the respective leadership teams for each department/agency within the County for the creation and tracking of formal Workforce Plans, built via diversity, equity and inclusion lens, inclusive of key performance indicators (KPI) and metrics for the purpose of executive leadership/County Board reporting. DHR TA & HR Operations teams will go-live with the new Dayforce platform in 2021 and focus on optimization in 2022, defining and normalizing efficiencies like paperless new hire onboarding and mobile device job board access for managers/staff.

Strategic Program Area 5: Learning, Development, and Diversity

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$455,407	\$337,893	\$510,793	\$690,027	\$179,234
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$455,407	\$337,893	\$510,793	\$690,027	\$179,234
FTE Positions	4.0	4.0	4.0	5.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Training Sessions Completed – Instructor Led	68	47	73	80
Training Sessions Completed – Online	27,412	31,954 (mandatory) 1,814 (non-mandatory)	27,242	28,000
Training Participants – Instructor Led	1,295	736	885	800
Training Participants – Online	39,727	41,156	63,940	65,900
Racial Diversity – Leadership Excellence / Management Development Programs (MDP)	33%	MDP 1 79% Female 21% Minority	35%	55% Female 35% Minority

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Overall Program Satisfaction Leadership Excellence	89%	Course 95% Instructor 95%	>94%	>94%
Overall Program Satisfaction Management Development Program	92.5%	Course 92.5% Instructor 96%	>94%	>94%
Mandatory Training Compliance	93.2%	86% year end	95%	>94%

Strategic Overview:

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

Strategic Program Area 5: Learning, Development, and Diversity

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$455,407	\$337,893	\$510,793	\$690,027	\$179,234
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$455,407	\$337,893	\$510,793	\$690,027	\$179,234
FTE Positions	4.0	4.0	4.0	5.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Training Sessions Completed – Instructor Led	68	47	73	80
Training Sessions Completed – Online	27,412	31,954 (mandatory) 1,814 (non-mandatory)	27,242	28,000
Training Participants – Instructor Led	1,295	736	885	800
Training Participants – Online	39,727	41,156	63,940	65,900
Racial Diversity – Leadership Excellence / Management Development Programs (MDP)	33%	MDP 1 79% Female 21% Minority	35%	55% Female 35% Minority

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Overall Program Satisfaction Leadership Excellence	89%	Course 95% Instructor 95%	>94%	>94%
Overall Program Satisfaction Management Development Program	92.5%	Course 92.5% Instructor 96%	>94%	>94%
Mandatory Training Compliance	93.2%	86% year end	95%	>94%

Strategic Overview:

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

Strategic Program Area 6: Benefits and HR Metrics

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$456,033	\$468,112	\$499,624	\$512,269	(\$12,645)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$456,033	\$468,112	\$499,624	\$512,269	(\$12,645)
FTE Positions	6.0	6.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Life Status Events Processed	2,087	2,126	1,500	1,600
Customer Service Calls	7,719	7,318	7,500	7,500
Customer Service Emails	2,872	4,080	2,600	2,800

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Wellness Participation	61%	58%	56%	58%
Response to initial Benefit inquiries within 1 business day	98%	100%	98%	98%

Strategic Overview:

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

Strategic Implementation:

There are no major changes in 2022.

Strategic Program Area 7: Retirement Plan Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,738,599	\$1,189,215	\$1,165,444	\$1,189,250	\$23,806
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$1,738,599	\$1,189,215	\$1,165,444	\$1,189,250	\$23,806
FTE Positions	15.0	14.0	17.0	17.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of retirees receiving benefits	8,001	7,942	8,125	8,125
New retirees receiving benefits	208	163	330	300
Individual Member Counseling	215	190	250	250
Group Education Events & Sessions	7	3	8	8
Member Contacts	11,070	11,512	13,000	13,000
% of Active Members attending a presentation	9.1%	3.3%	12.0%	15.0%

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Turnaround time for Pension Estimates (Peer average = 12 days)	43 days	71 days	21 days	15 business days
% of calls answered and completed (Peer average = 96.3%)	No Data	No Data*	97%	98%

*

Strategic Overview:

- The Retirement Plan Services Division (RPS) administers Milwaukee County’s two defined benefit pension plans under the supervision of the 10 member Milwaukee County Pension Board. The two pension systems are The Employees’ Retirement System (ERS) and The Omnibus Budget Reconciliation Act 1990 Retirement System (OBRA).
- In order to serve the needs of the 20,000 members of ERS and OBRA, the RPS team includes an information technology and systems function, a customer service function, a fiscal function, an auditing function, and a communications function.
- The team has the following responsibilities:
 - Pension plan recordkeeping and administration.
 - Issue payments such as: pension contribution withdrawals and monthly pension payments.
 - Member communication and education, including individual retirement counseling, group education sessions, and newsletter circulation.

- Customer service support by phone, walk-in, fax, email, and mail.
- Perform pension benefit calculations and initiate pension payments.
- Compliance reporting, internal auditing, and policy/procedure documentation.
- Individual member accounting and investment accounting.
- Financial and tax reporting.
- Maintain a pension administration system that houses data, stores electronic images, records customer service contacts, completes benefit calculations.
- Maintain a member self-service site for active and retired members to collect forms and complete calculations.
- Pension Board trustee and meeting support.
- Engage technical experts to provide actuarial and investment consulting services, as well as pension benchmarking, governance, compliance, and legal/regulatory services.

Strategic Implementation:

RPS is completing a 2021-2022 two-year strategic plan, which seeks to achieve objectives in benefits administration, financial governance, member services, and organizational learning and development. The goals in each of these areas will enhance operations by improving reporting, increasing automation to reduce risk/enhance efficiency, and improving the customer experience. The strategic plan and annual pension administration benchmarking inform business improvement projects and constitute a roadmap towards becoming a high-performing public pension plan.

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

Due to the operational changes required because of the COVID pandemic, the team's 2020 goals and day-to-day tasks were impacted. Goals originally slated for 2020 have been transferred to the 2021-2022 Strategic Plan.

BUDGET SUMMARY

Category	2019 Actual*	2020 Actual*	2021 Budget*	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$16,915,115	\$17,269,342	\$20,130,341	\$21,451,703	\$1,321,362
Operation Costs	\$38,477,180	\$40,750,725	\$41,061,798	\$41,979,969	\$918,171
Debt & Depreciation	\$1,676,351	\$1,631,920	\$3,481,120	\$3,475,362	(\$5,758)
Capital Outlay	\$1,610,805	\$1,462,179	\$1,756,548	\$1,638,404	(\$118,144)
Interdepartmental. Charges	\$367,418	(\$2,923,637)	(\$1,482,708)	(\$2,148,296)	(\$665,588)
Total Expenditures	\$59,046,869	\$58,190,529	\$64,947,099	\$66,397,142	\$1,450,043
Revenues					
Direct Revenue	\$10,112,625	\$9,529,802	\$11,778,618	\$12,068,745	\$290,127
Intergovernmental Revenue	\$567,822	\$445,384	\$530,358	\$424,299	(\$106,059)
Indirect Revenue	\$5,571,165	\$4,950,875	\$5,437,360	\$5,333,742	(\$103,618)
Total Revenues	\$16,251,612	\$14,926,061	\$17,746,336	\$17,826,786	(\$80,450)
Tax Levy	\$42,795,257	\$43,264,468	\$47,200,763	\$48,570,356	\$1,369,593
Personnel					
Full-Time Pos. (FTE)	227.0	248.0	255.0	256.5	1.5
Seasonal/Hourly/Pool \$	\$80,474	\$0	\$105,634	\$105,634	\$0
Overtime \$	\$508,377	\$316,302	\$308,544	\$338,298	\$29,754

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

Department Mission:

The Department of Administrative Services (DAS) supports customer departments by achieving high quality, cost-effective, reliable, customer-oriented solutions in the areas of contracting, facilities, equipment, materials, fiscal management, risk management, and business development.

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

- Facilities Management, including the Architecture, Engineering and Environmental Services (A&E) Division, is working with County departments to apply an equity lens to determine and develop capital infrastructure projects.
- Community Business Development Partners (CBDP) provides support to Targeted Business Enterprises (TBE) including Small and Disadvantaged Business Enterprise (DBE) programs.
- The Economic Development division has worked with partners to develop grant programs which prioritize individuals and businesses of color, women- and veteran- owned businesses and other enterprises in historically under-served places with limited access to flexible, affordable capital.

Department Description:

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

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

In 2022, there are several structural changes to the Department of Administrative Services

- Office of Persons with Disabilities is partially moved into Facilities Management and partially moved into the Department of Health and Human Services.
- Performance, Strategy, and Budget is transferred to a new Office of Strategy, Budget, and Performance.
- Grants Procurement is transferred to a new Office of Strategy, Budget, and Performance.

Strategic Program Area 1: DAS Administration

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$275,423	\$587,671	\$191,233	\$290,110	\$98,877
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$275,423	\$587,671	\$191,233	\$290,110	\$98,877
FTE Positions	3.0	4.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined	0	0	0	0

Strategic Overview:

The management team works to guide and hold accountable the nine DAS Divisions accountable to their performance measures and outlines expectations for alignment to the County’s strategic plan.

Strategic Implementation:

No major changes are anticipated in the 2022 DAS management budget. Expenses are associated with staff and services to lead the department, including an allocation of \$86,700 for 2021 salary increases for the entire department. Leadership focus is to ensure DAS is supporting the racial equity priorities of Milwaukee County and the various departments and elected offices.

Department Mission:

Model and empower Milwaukee County’s efforts to become the healthiest county in Wisconsin by achieving racial equity.

Strategic Program Area 2: DAS Central Business Office

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$781,125	\$703,018	\$872,003	\$739,766	(\$132,237)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$781,125	\$703,018	\$872,003	\$739,766	(\$132,237)
FTE Positions	11.0	11.0	12.0	10.0	(2.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
No. of Departments Supported	4	4	4	5

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percent of invoices processed timely per Service Level Agreement	N/A	92%	93%	94%
Percent of Monthly Fiscal Reporting Completed Timely	93%	87%	90%	91%

Strategic Overview:

The Central Business Office (CBO) provides centralized financial support for the Department of Administrative Services, Office of Emergency Management, Office of Equity, Human Resources, and countywide support for the development of administrative procedures. Financial support includes budgeting, accounting, accounts receivable and financial analysis.

Strategic Implementation:

The Central Business Office will achieve its strategic goals by focusing on ensuring accounting activities are performed in accordance with all applicable statutes, ordinances, rules, policies and generally accepted accounting principles, which allow customer departments to focus on their core mission and business responsibilities. There are no fundamental changes to this program area.

1.0 FTE Graphics Services Coordinator and 1.0 FTE Digital Program Manager are transferred to the new Office of Strategy, Budget, and Performance.

Strategic Program Area 3: DAS Procurement

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$594,117	\$583,783	\$786,404	\$1,040,383	\$253,979
Revenues	\$640	\$0	\$0	\$0	\$0
Tax Levy	\$593,477	\$583,783	\$786,404	\$1,040,383	\$253,979
FTE Positions	8.0	8.0	10.0	11.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Price Agreements – With Budget Year Start Date	225	136	150	160
Requisitions Processed to Purchase Order Annually	21,491	40,837	28,500	30,000
Sealed Public Bids	75	71	60	63
Request For Proposals – Procurement Administered	46	25	45	32

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Spend Under Management (Aberdeen Benchmark ¹)	27%	27.5%	30%	30%
Cycle Time (Requisition to Purchase Order) – Percentage One Day or Less	66.8%	63%	40%	45%
Sealed Bid Responses (Average Responses/Bid)	3.37	5.73	4.5	4.7
MarketPlace Central ² Use – Unique Users/ Month Peak (ERP 2020)	392	200	120	150

**Due to the ERP conversion, 2021 activity reporting and performance measures will reflect the period from July 1, 2021 to December 31, 2021.*

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,

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

2 Milwaukee County's eProcurement software tool.

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

Strategic Implementation:

Procurement continues to manage the transition from Marketplace Central to an enterprise-wide contracting module in 2022. All competitive acquisitions will remain on technology platforms that permit visibility and include a broader base of potential participants in Milwaukee County contracting, Enterprise Platform Modernization (ERP), or alternative processes. Migration of all departments to use the ERP contracting module will be critical to ERP success to enable approvals, tracking and associated payments made under contract.

In connection with this transition, Procurement hired for the 1.0 FTE Business Success Manager position and 1.0 FTE Business Systems Analyst position in 2021. These staff members will help deploy the ERP as well as train end users.

Further, Procurement hired a second Business Systems Analyst in 2021 who will design, facilitate, and manage Procurement training for County employees as well as current and potential contractors. This staff member's important work will increase awareness of proper procedure and encourage participation in Procurement processes.

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

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

1.0 FTE Manager Contract Compliance is created to oversee food service contracting (primarily associated with the House of Correction, Juvenile Justice Center, and Office of the Sheriff) and assist the House of Correction with other contract-related activities.

Strategic Program Area 4: Community Business Development Partners

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$355,789	\$345,789	\$554,116	\$561,714	\$7,598
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$355,789	\$345,789	\$554,116	\$561,714	\$7,598
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Total Number of DBE Firms Certified	562 ¹	581	600	625
Committed Contract Value to Targeted Businesses	32.46% ²	28.6%	25%	30%

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Total Number of DBE Firms Newly Certified	29	20	36	40

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

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

Strategic Overview:

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

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

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

The CBDP Division promotes utilization of small businesses through community outreach efforts and participates in small business development and technical assistance initiatives. The CBDP Division participates in small business seminars on effective business operations and contracting practices for the goal of increasing the overall economic viability of targeted, small and disadvantaged businesses throughout Milwaukee County and the region.

Strategic Implementation:

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

With the staff hires in 2021, CBDP is fully staffed in 2022. With a full complement of staff, CBDP is looking forward to expanding the divisions efforts in outreach to certified and non-certified firms regarding contract opportunities with Milwaukee County. The CBDP division will work more intimately with County departments to help increase their overall spend with minority and woman-owned businesses. By establishing benchmark and baseline data, CBDP could help develop overall departmental participation goals in lieu of project-by-project goals. The division will team with Milwaukee Mitchell International Airport to work towards maintaining current ACDBE firms doing business at the airport, while also working to increase ACDBE activity in both Car Rental Concessions and Non-Car Rental Concessions. CBDP will also re-establish the dormant Revolving Loan Program. The Revolving Loan Program can assist certified small businesses that are actively performing on a County contract with a short-term cash infusion to help with labor costs, purchase of equipment and supplies.

Strategic Program Area 5: Project Management, Execution and Governance (IMSD)

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,613,113	\$1,302,943	\$1,978,039	\$1,971,321	(\$6,718)
Revenues	\$498	\$102	\$1,500	\$500	(\$1,000)
Tax Levy	\$1,612,615	\$1,302,841	\$1,976,539	\$1,970,821	(\$5,718)
FTE Positions	14.0	17.0	18.0	18.5	0.5

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
# of New IT Projects Requested	37	54	55	60
# of IT Projects Managed	29	35	45	50
# of Contracts Managed	157	170	172	185
# of Contracts Negotiated	65	117	70	80

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
% of Projects Completed per Approved Schedule*	91%	91%	85%	85%
% of IMSD Negotiated IT Contracts Conformance to County Contract Standards and Ordinances	100%	100%	100%	100%
Project Manager: Contractor Ratio – # of Contractors (C) Versus County Workforce (FTE) Ratio	69% C 22: FTE 10	70% C 28: FTE 12	<60%	50%
IT Maturity Score	2.6	2**	2+**	2+**

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

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

Strategic Overview:

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

Strategic Implementation:

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

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

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

The Project Management Office will continue to manage the portfolio of Information Technology projects. During 2021, key projects and initiatives included:

- Deployment of the Enterprise Resource Planning (ERP) program to integrate financial, procurement, and expense management software
- Implementation of the Ceridian Dayforce Learning Management, Recruiting, and Onboarding modules
- Selection of Budget System Replacement Software
- Retirement of the legacy mainframe and procurement software
- Computer Aided Dispatch integration for Milwaukee County and its municipalities
- Completion of Phone and Voicemail System Upgrades
- Remediation of Security and Audit Vulnerabilities
- New Business Intelligence Reporting Capabilities

Current and future projects and initiatives include enhancements of the Enterprise Resource Planning (ERP) program to integrate financial, procurement, and expense management software, Retirement of the Mainframe, Learning Management System and Recruiting Platform Implementation, Computer Aided Dispatch integration, and project management support for DAS-IMSD and other County department and division initiatives. The team is also working to train non-IMSD County employees on software solutions, project management principles and modern technology.

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

Strategic Program Area 6: Applications Development (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$836,715	\$1,383,634	\$2,098,292	\$2,264,555	\$166,263
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$836,715	\$1,383,634	\$2,098,292	\$2,264,555	\$166,263
FTE Positions	16.0	29.0	31.0	33.0	2.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Service Hours Performed (Project and Support)	55,154 hours	67,333 hours	66,480 hours	72,800 hours
Applications Supported	599	480	475	475
Documents Managed – (Electronic Content Management)	10,862,812	506,794	600,000	700,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Tier III (Application-Related) Support Tickets Received and Addressed	2,753	4,268	3,000	4,000
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees and Contractors	72% Project / 28% Support	70% Project / 30% Support	75% Project / 25% Support	70% Project / 30% Support
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees Only	35% Project / 65% Support	52% Project / 48% Support	49% Project / 51% Support	51% Project / 49% Support
Application Contractor Ratio – # of Contractors (C) versus County Workforce (FTE) Ratio	24% FTE 26: C 8	0% FTE 0: C 0	23% FTE 31: C 7	0% FTE 0: C 0
IT Maturity Score - Gartner Applications Development	-3	-2	2+	2+
IT Maturity Score - Gartner Data & Analytics	N/A	3	2+	3-
New Open Data Unique Data Sets	N/A	N/A	18	25
New Power BI Dashboard/Reports	N/A	7	15	30

Strategic Overview:

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

Lifecycle management encompasses software architecture, computer programming, software testing, software maintenance, change management, continuous integration, and application release management for all County applications in use by the various County 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 enhancement and program deployments have been accomplished in 2021. The first is the Milwaukee County Customer Portal (mycounty.milwaukee.gov) in an effort to digitally transform previous on-site, paper processes to an online tool available to the constituents of Milwaukee County 24x7. Reservations for senior dining for the Division on Aging, permit requests for the Parks department, and public records requests for the County Executive's Office were the first three available processes. IMSD has since released the CAMPAC application, which allows professional, nonprofit organizations within Milwaukee County to apply for funding consideration. Application Development will continue to support this digital transformation methodology with additional processes being prioritized for the next release cycle.

Another digital transformation tool released was the Issue Reporter allowing Milwaukee County constituents or visitors to communicate directly with the Milwaukee County Parks department and Department of Transportation Highway divisions via an interactive application versus calling in and speaking with an employee. A concern related to graffiti, overflowing garbage cans, split tree limbs, highway sign down, etc. can be entered into the tool to share with the individual department, including a photo and specific location. This information is automatically translated into an internal work order system for assignment and resolution. The constituent or visitor will be able to track the concern from assignment through closure via the interactive application.

Data management and analytics services are provided by this strategic program area. Data management and analytics encompass master data management, data governance, business intelligence, measurement and analysis capabilities, and data architecture. As Milwaukee County strives to be the healthiest county in Wisconsin, this area will assist in collecting data, cleansing data, and making that data available for performance measurement analysis.

The Milwaukee County Open Data portal was released in 2021 to provide Milwaukee County constituents and businesses insight and access into our business processes and statistical information to provide data transparency. The initial data sets included: 1) Capital and Operating Budget for 2017-2021, 2) Employment Statistics by race, gender, and age, 3) Behavioral Health Division Adult and Youth services, 4) Public access to data under the jurisdiction of the Medical Examiner, 5) and Health Rankings. The data is provided via dashboard reports and allows for direct consumption of the individual datasets.

In alignment with a strategic goal to create reporting for key performance indicators (KPI), a number of embedded dashboards were developed into the Cityworks application. These dashboards support the monitoring of individual team service level agreements with the end customers. The dashboards eliminated the need to export data, create pivot tables, and maintain external data, while sharing performance with the management team and specific areas for targeted improvement.

As the COVID pandemic remains, support for the Office of Emergency Management (OEM) through enhancements of existing reports and dashboards externally available for constituents, municipalities, radio, television, State and Federal departments will continue. Automated receipt and quality assurance of the data eliminates the need for manual intervention, which provides more accurate and timely information.

1.0 FTE Applications Technical Architect is added to mature and cultivate the anticipated continued growth of the OnBase application that supports the document management process of Milwaukee County. The use of this application suite has increased through the implementation of the Infor Cloud Suite (financial, procurement, and expense management), Department of Health and Human Services Housing division, Department of Administrative Services Facilities Management division, Department of Administrative Services Architectural and Engineering division, and the Comptroller's Office.

1.0 FTE Applications Digital Architect is added and will be responsible for architecture and designing comprehensive digital solutions and guiding the digital development teams to successfully implement that architecture. This Architect will play a crucial role in establishing the architectural vision and direction, supervising multiple teams in executing solutions, monitoring emerging mobile application technologies, providing advice and guidance, and performing technology evaluations.

Strategic Implementation:

The Applications Development Strategic Program Area will:

- Increase development and support capacity by improving administrative processes, implementing proven frameworks and best practices in delivering IT services and applications. The increased capacity will enable the area to provide more project implementation services.
- Continue to leverage Gartner IT Maturity assessments to improve organizational maturity, operational reliability, and excellence.
- Gartner's government ratings average for Applications is 2 for 2020/2021. This was a decrease from the previous year as new functional activities were added that were not scored in previous years. Milwaukee County is currently on a trajectory to raise this rating in applications from 2 to 2+ during fiscal year 2022.
- Gartner's government ratings average for Data and Analytics is 2+ for 2020/2021. This area will continue to incrementally mature as Milwaukee County strives to champion the data and analytics vision to all the departments and divisions.
- 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 Phase 2 for the Infor Cloud Suite to support payroll, financial, expense management, budgeting, and procurement business processes.
- Support, maintain and optimize all applications enabling Milwaukee County operations.
- Provide support and expertise for maintaining and governing the Cityworks work order system.
- Integrate Milwaukee County's Enterprise Document Management system with the Infor Cloud Suite resulting in securely managed and easily retrievable documents.
- Provide enterprise data management, data archiving, master data management, data architecture, and professional data analytical technical services.
- Maximize Milwaukee County's potential to harness data-dependent capabilities through the continued maturation of business intelligence - measurement and analysis using Microsoft Power BI Premium suite. We will also embrace Esri ArcGIS to provide multiple presentation software to adapt to the unique needs of each Milwaukee County department/division. This will result in self-service data analytics, trusted data, and enhanced data analysis capabilities for Milwaukee County.

Strategic Program Area 7: Data Center Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$5,802,127	\$6,349,948	\$7,736,813	\$7,824,445	\$87,632
Revenues	(\$301,160)	\$128,354	\$45,258	\$45,699	\$ 441
Tax Levy	\$6,103,287	\$6,221,594	\$7,691,555	\$7,778,746	\$87,191
FTE Positions	10.0	10.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Virtual Servers in Operation	307	308	298	295
Amount of server infrastructure virtualized	91.6%	91.5%	93.7%	95.6%
Local Physical Servers Decommissioned/Total Servers	7/15	2/13	6/7	7/0
Server patching compliance including antivirus	96%	96%	99%	99%
Workstation patching compliance including antivirus	83%	89%	93%	95%
Number of Switches Maintained	417	431	450	450
Switch Port Utilization	48%	48%	47%	45%
Number of Routers Maintained	63	58	79	80
Number of Firewalls Maintained	4	4	4	4
Number of Wireless Access Points	422	445	480	500
Number of Phones	6,325	6325	5000	5000
Number of Call Managers	8	10	4	42
Number of Voicemail Servers	2	2	1	1
Web Services Availability	100%	98%	100%	100%
Datacenter Uptime	100%	99.9%	100%	100%
Backup Success	99%	90%	99.9%	99.9%
Office 365 Uptime	99.9%	99.9%	99.9%	99.9%

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
IT Maturity Score – Infrastructure and Operations	2.4	2.4	2+*	3+*
Firewall Uptime	100%	100%	100%	100%
Router Uptime	95%	100%	99.9%	100%
Switch Uptime	98%	98%	99.9%	99.9%
Network Core Uptime	100%	0%	100%	0%

**Gartner changed the scoring methodology. A 2+ corresponds to a high 2.x on the previous scoring system.*

Strategic Overview:

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

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

Strategic Implementation:

In 2022, the Infrastructure Services Strategic Program Area - Department of Administrative Services – Information Management Services Division (IMSD) will continue to strive to become a sustainable IT services organization through maturity and continuous improvement.

- The Data Center Services team will focus on keeping systems updated with the latest security defense mechanisms to keep our environment protected from such threats as Ransomware and cyber-attacks.
- Another key component of the goal for the Data Center Services Team is to build out a robust wired and wireless network. Covid19 has moved the County workforce to adopt more of a mobile platform like laptops and tablets. The additional laptops will require a robust wireless network so employees can have a user experience throughout the County just as they do while at their desks.
- Redundancy and security continue to be focus areas of the Data Center Services team to ensure County operations continue in the event of a disaster or physical hardware failure. Continued self-evaluation of security hardening of infrastructure helps to maintain safety within Milwaukee County.

1151 — DEPARTMENT OF ADMINISTRATIVE SERVICES

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

- The phone system Voice over Internet Protocol (VOIP) technology and project completes in 2021. This initiative drastically reduces the County's risk of telephone system failure, enables 'work from anywhere' functionality for County departments, and improves IMSD's ability to support phones while reducing future cost of ownership. The new system also provides telephony services previously unavailable via the legacy phone system. These services have been readily adopted by various departments and will continue to be adopted as departments become educated on the features and functionality of the new system.
- Throughout 2022, IMSD will continue to extend the footprint of the County's computer network to outlying locations, other underserved County locations and the relocation of County employees from the BHD hospital complex.
- IMSD will also focus on the reduction of devices that are no longer needed in both the Network and Telecommunications aspect. Network and Security teams will continue to innovate and strengthen the County's Security portfolio by increasing the intervals in which Network equipment is upgraded or maintained.

Strategic Program Area 8: Support Services Organization (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,013,242	\$1,050,124	\$997,205	\$1,005,205	\$8,000
Revenues	(\$178)	\$0	\$0	\$0	\$0
Tax Levy	\$1,013,420	\$1,050,124	\$997,205	\$1,005,205	\$8,000
FTE Positions	7.0	8.0	9.0	9.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Service Tickets Opened	34,032	31,656	27,600	27,000
Number of Service Desk Technicians	3.1	3.5	3.5	3.5
Windows Computing Devices Managed*	3,404	3,863	3,702	3,500
Mobile Devices Managed**	3,089	4,298	4,549	5,000
Unique End Users Served	4,299	4,097	4,065	4,050

* Comprised of PCs, laptops and tablets

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

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
% of Service Desk Tickets Resolved within Service Level Target	92%	91%	94%	95%
Mean Time to Resolve (Hours)***	64	31	30	28
IT Maturity Score – Infrastructure and Operations	2.4	2.6	2+	3-

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

Strategic Overview:

The Support Services Strategic Program Area contributes to the sustainability of Department of Administrative Services – Information Management Services Division (IMSD) by providing a central point of contact between County employees and contracts using technology 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 2022, the Support Services Strategic Program Area will continue to work on improvement with the following actions and initiatives:

- Continued implementation of the ITIL framework, an industry standard, as well as adopting portions of the new ITIL V4 library.
- Continuous improvement of the asset management program implemented in 2021. A robust asset management program allows IMSD to have better management of the County's computing devices and once managed, the assets can then be protected with best practice security efforts like patches, updates, and security software. Devices in the asset management program are end user devices including phones, laptops, desktops, tablets, enterprise devices like servers, networking equipment, backup power devices and printers.
- Continuous improvement of Knowledge Management and documentation processes. IMSD strives for continuous improvement with its IT Service Management tool: ManageEngine. This tool documents all aspects of an IT operation and guides the every-day operation of the department.
- Making appropriate investments in people, processes, and technology to better serve customers.

Strategic Program Area 9: Mainframe (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,856,981	\$1,699,520	\$840,670	\$124,301	(\$716,369)
Revenues	\$238,800	\$140,600	\$257,100	\$140,600	(\$116,500)
Tax Levy	\$1,618,181	\$1,558,920	\$583,570	(\$16,299)	(\$599,869)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Mainframe IDs Maintained	224	213	150	N/A
Applications on Mainframe	1	1	1	N/A

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
CJIS Availability	N/A	N/A	N/A	N/A
Advantage Availability	99%	0%	99%	N/A

Strategic Overview:

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

Strategic Implementation:

- The Mainframe Strategic Program Area will discontinue in 2021 to retire the CGI Advantage mainframe system. Milwaukee County transition to the Infor Cloud Suite June 14, 2021. The retirement of the CGI Advantage system is twofold: 1) Archive all data to be used for inclusion with future data to provide combined data for future decision making; 2) Delete all data programs, reports, etc. from the vendor who supports the Mainframe as a Service (MfaaS) environment. This retirement will be completed within six months of contract termination to the MfaaS vendor.

The mainframe application Advantage will be decommissioned with the implementation of the ERP system. The mainframe will be discontinued when all data has been verified off the system and the business units agree to shut it down. This was completed in 2021. Additional funding is included in 2022 due to a contractual obligation with IBM for maintenance of archived data.

Strategic Program Area 10: Managed Print Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$463,660	\$319,651	\$527,064	\$527,064	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$463,660	\$319,651	\$527,064	\$527,064	\$0
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
# Copiers and Printers Managed	544	630	658	600
Total Color Prints	442,742	260,603	260,000	250,000
Total Black & White Prints	2,928,539	1,571,183	1,150,000	1,000,000
Total Prints	3,371,281	1,831,786	1,410,000	1,250,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
% of Page Reduction	-25%	-45%	-23%	-12%
% of Color Print Reduction	-33%	-41%	0%	0%
Annual Program Budget	\$533,704	\$811,194	\$527,064	\$520,000

Strategic Overview:

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

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

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Additionally, the MPS program will implement a security program to manage the printing of sensitive documents. Those printers enrolled in the security program will require a user to enter a security code or present a security FOB to retrieve a printout. This reduces risk to the County by eliminating sensitive documents being printed and laying near or on the printer for all employees to see until the print job is collected. The use of FOBs and PINs should also contribute to cost savings because a job that has been sent to the printer but not actually printed will be deleted, thus saving money on supplies.

The impact of Covid-19 on printing in 2020 was significant because ~2000 employees were working from home for most of 2020 resulting in less demand for printing as illustrated by the 45% reduction in prints from 2019 to 2020. As a result of Covid-19, it is expected that business processes have improved and modernized to the point where printing will be less a part of County operations and the County can then realize the cost savings of reduced printing.

Strategic Program Area 11: Technology Purchase Management (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$6,720,765	\$6,256,294	\$6,076,280	\$6,102,823	\$26,543
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$6,720,765	\$6,256,294	\$6,076,280	\$6,102,823	\$26,543
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
# of County departments supported	43	43	43	43

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
This area has no performance measures				

Strategic Overview:

The Technology Purchase Management Strategic Program Area provides Department of Administrative Services (DAS) – Information Management Services Division (IMSD) with centralized oversight of the Information Technology (IT) demands of various County departments and divisions and to effectively meet this demand by:

- Optimizing costs through leveraging existing information technology assets,
- Consolidating and leveraging agreements with vendor partners,
- Maximizing procurement and sourcing opportunities
- Focusing on investment in new technologies that advance a sustainable countywide IT model.

Additionally, this area supports IMSD’s goal of becoming a trusted business partner by ensuring cost efficiency, alignment of IMSD IT strategy with Department business strategy and transparency into County’s IT Central Spend budget. It also establishes a more robust operationalized cost for IT hardware to ensure critical IT hardware is properly maintained to support the countywide and department specific daily needs.

Strategic Implementation:

The Technology Purchase Management Strategic Program Area budget has been adjusted to include:

- Enterprise Resource Planning subscription costs paid for by the capital project in 2020.
- Enhance a system life cycle management analysis for ongoing maintenance and upgrade costs of (IT) hardware that has been previously funded through prior year capital requests or Department operating.

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Strategic initiatives for Central Spend include:

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

There are no dedicated full-time resources in this program area. This Strategic Program Area is managed through a combination of IMSD's Project Management Office, the IMSD Governance Team and Department of Administrative Service's Central Business Office.

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

Strategic Program Area 12: Cybersecurity (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$710,977	\$948,145	\$1,173,553	\$1,183,342	\$9,789
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$710,977	\$948,145	\$1,173,553	\$1,183,342	\$9,789
FTE Positions	2.0	2.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Devices Monitored for Suspicious Activity & Cyber Threats	8,500	8,600	9,500	10,000
Number of Cyber Security Ticket Per Month	72	72	47	35
% of Cyber Security Tickets Resolved	100%	100%	100%	100%
Quarterly average of vulnerabilities detected	772	250	200	100

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Mean time to resolve security incident tickets	17 hrs.	17 hrs.	7 hrs.	5 hrs.
IT Maturity Score – Information Security	2.7	2.5	3.1	2-*

**Gartner changed the scoring methodology*

Strategic Overview:

The Cybersecurity Strategic Program Area is responsible for protecting County assets from cyber threats and defending the numerous attack surfaces with due diligence, intelligent risk decisions and by developing and adopting a robust Information Security Management Program (ISMP). A mature ISMP facilitates a flexible risk posture that adjusts to changes in the threat landscape. IMSD utilizes the Gartner Maturity Assessment for cybersecurity to gauge maturity of the ISMP to set goals for the maturity of this program. The Cybersecurity Strategic Program Area will continue to expand and evolve in the out years as technology continuously changes and new threat vectors emerge.

Strategic Implementation:

This strategic area will continue to develop and adopt a robust ISMP based on the NIST (National Institutes of Standards and Technology) and CIS (Center for Internet Security) cybersecurity frameworks and security publications. In support of the ISMP goals, the Program Area will strive to attain the following objectives:

- Engage security and data governance and sponsorship across County departments
- Continue to chair the Milwaukee County Information Security Council (MC-ISC) established in 2018 that provides oversight and governance over ISMP security decisions and actions that affect County employees and services.
- Engage security and data governance and sponsorship across County departments
- Document and educate decision makers on the link between security solutions and business requirements.
- Provide risk assessments of systems, data, and human behavior.
- Formulate baseline data and measurement criteria based on risk.
- Implement a layered security approach to reduce attack surface and prevent roaming.
- Design cybersecurity requirements into business and IT projects.
- Establish documentation of shared responsibility with vendors and cloud providers.
- Continuously improve and evolve the program as the threat landscape changes.

Goals include the following:

- Continue to develop the ISMP, the county-wide security program with standardized security practices, data protection requirements, and improved employee awareness & education.
- Implement an Identity and Access Management platform for monitoring administrative type accounts.
- Develop and deliver cyber security training to County employees via LMS and IMSD conducted email phishing and educational campaigns.
- Research, identify and periodically review critical applications for relevancy.
- Implement multifactor authentication for all IMSD administrator type accounts.
- Incorporate controls from the CIS Top 20 Guidelines for Enterprise Security.

Strategic Program Area 13: Facilities Management Director's Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	(\$3,787)	(\$51,019)	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	(\$3,787)	(\$51,019)	\$0	\$0	\$0
FTE Positions	1.0	1.0	1.0	1.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
County-wide Building Footprint (gross square feet)	13,069,857	13,067,770	12,745,592	12,320,192
County-wide Building Plant Replacement Value (\$)	\$2.4B	\$2.5B	\$2.3B	\$2.2B

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
County-wide Facility Condition Index (FCI*)	0.13	0.14	0.12	0.12

* Facility Condition Index. FCI is an industry-standard index that objectively measures the current condition of a facility, allowing comparison both within and among institutions. To determine FCI for any given set of Assets, the total cost of remedying deferred maintenance Requirements is divided by the current replacement value. Generally, the higher the FCI, the poorer the condition of the facility. (Source: VFA Assessment Software)

Strategic Overview:

The Director's Office provides overall management and oversight of the Facilities Management Division (FMD). The Division functions include facilities planning and development, operations and maintenance, architecture and engineering, environmental services, condition assessment and sustainability.

In addition, the Director's Office also co-manages the County-wide Facilities Planning Steering Committee (CFPSC) with the Economic Development Division, and in close coordination with all County departments.

Strategic Implementation:

The FMD will focus on total lifecycle and asset management of the County's real property. There is an emphasis on effective County-wide facilities planning, improved project delivery, maintenance best practices and sustainable facilities management. Progress continues in reducing facility footprint and improving Facility Condition Index (FCI), primarily through the mothballing and disposal of functionally obsolete buildings, but also through careful management of repair and replacement needs within budget constraints

The 2019 initiative on Workforce Planning will continue through 2022 with programs to improve recruitment/retention, leadership development, succession planning, racial equity, and employee engagement. The Director's Office will be implementing plans to achieve a more diverse team of qualified staff and leaders, that more closely reflects and is representative of our constituency base – the citizens of Milwaukee County.

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The Director's Office expenditures (\$175,427) are fully cross charged to other organizational units within the DAS-FMD enterprise.

Strategic Program Area 14: Architecture & Engineering

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$3,315,636	\$3,210,824	\$3,902,757	\$4,034,845	\$132,088
Revenues	\$4,404,115	\$4,500,689	\$4,846,010	\$4,785,063	(\$60,947)
Tax Levy	(\$1,088,479)	(\$1,289,865)	(\$943,253)	(\$750,218)	\$193,035
FTE Positions	39.0	39.0	41.0	41.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
# of Capital Projects Managed	119 c/o; 35 new*	114 c/o; 60 new*	124 c/o; 29 new*	115 c/o; 25 new*
County Facilities Planning Capital Projects Forwarded	68	108	56	87

* "c/o" indicates active projects carried over from the previous year; "new" projects reflect those that are adopted through the annual capital improvement budget process and/or established through current year action.

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Performance Measures that align with and support the County strategy will be included as part of the 2023 Budget Narrative.	TBD	TBD	TBD	TBD

Strategic Overview:

The Architecture & Engineering (A&E) program area provides professional and technical services related to the maintenance, construction and rehabilitation of the public infrastructure and preservation of Milwaukee County’s natural resources.

- The Architectural Services unit provides planning, design and construction management services for projects including building maintenance, remodeling, improvements, additions, and new construction for all County departments.
- The Airport Engineering unit provides planning, design and construction management services for all major maintenance and capital projects at General Mitchell International and Lawrence J Timmerman Airports.
- The Civil Engineering and Site Development unit provides planning, design and construction management services for implementation of civil engineering public works projects and land surveying services. The unit also provides technical assistance for real estate and land planning legal documents through its surveying and drafting services.
- The Facilities Condition Assessment Program unit provides building systems condition assessment inspection services for County-owned facilities and administers a software-based asset management

system that is a repository for all the building condition data and building system deficiencies (this database provides the basis for major maintenance and capital improvement project requests).

- The Planning & Development unit provides strategic planning, capital planning, and project development services for enterprise-level planning efforts that are not yet at the design or construction phase. These efforts are focused on cost savings and avoidance initiatives that efficiently manage the County's footprint. The unit also provides space planning, furniture management and move management expertise for County Departments to efficiently use their existing space(s) and plan for future needs.

Strategic Implementation:

A continuing robust local construction market has proven to add challenges, cost and time to the delivery of major capital projects. The goal remains to complete as many projects as possible within the 36-month window with a focus on superior customer service and engagement. While A&E continues to experience a slight increase in projects carried over from year to year, in 2022, A&E will continue to develop alternative means and methods to improve project delivery services. More specifically, to provide value engineering and risk management during project planning/design/bidding along with investigating alternate project delivery methods (within the constraints of State-mandated bidding regulations).

1.0 FTE Engineering Tech Surveyor NM position is included pursuant to County Board Resolution file 21-489.

Strategic Program Area 15: Environmental Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$645,001	\$551,292	\$627,232	\$690,450	\$63,218
Revenues	\$463,811	\$421,149	\$386,000	\$436,000	\$50,000
Tax Levy	\$181,190	\$130,143	\$241,232	\$254,450	\$13,218
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
# of Mandated County Environmental Plans and Reports in Compliance	23 Compliance Requirements	29 Compliance Requirements	23 Compliance Requirements	32 Compliance Requirements

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Ensure 100% of mandated County environmental plans and reports are submitted in compliance with the established due date	100%	100%	100%	100%

Strategic Overview:

The Environmental Services unit program area provides technical guidance, management, and development of sustainability functions for the County’s building and infrastructure assets and assists in coordinating county-wide sustainability efforts. This program area provides technical and managerial services concerning environmental issues including sustainability to all County departments. Environmental issues addressed include the incorporation of green building concepts, environmental due diligence for property acquisition and disposal, procurement of grant funding, storm water management and hazardous substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). Environmental Services assists departments county-wide to monitor underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields properties regarding compliance with local, state and federal regulations. Environmental Services also serves as the Milwaukee County Land Conservation agent, working with grants from State Department of Agriculture, Trade and Consumer Protection to reduce soil erosion, improve management of nutrients and minimize pollution of surface and ground water.

Strategic Implementation:

Since 2018, the Environmental Services Unit has focused its resources on working with County Departments to ensure 100% of County environmental plans and reports mandated by federal, state and local agencies are submitted in compliance with the established due dates. In 2022, this environmental compliance initiative continues.

Strategic Program Area 16: Office of Sustainability

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$132,693	\$164,418	\$188,460	\$190,784	\$2,324
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$132,693	\$164,418	\$188,460	\$190,784	\$2,324
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Countywide energy use, normalized for weather (million Btu)	1,165,021	TBD	1,116,340	1,010,021
Countywide greenhouse gas emissions (metric tons of CO2e)Cost savings/avoidance	TBD	TBD	TBD	TBD

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
County-wide energy use reduction vs. 2014 baseline	14%	TBD	16%	24%
% Office of Sustainability tax levy offset by cost saving/avoidance initiatives	214%	TBD	100%	100%

Strategic Overview:

The Office of Sustainability (OS) supports and leads initiatives to improve Milwaukee County's operational efficiency and effectiveness, protect and restore natural resources, and enhance the quality of life for County residents. OS works to integrate environmental 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 emissions reduction goals.
- **Education/Outreach:** Promoting environmental stewardship among County employees, elected officials, and the general public.

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Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Strategic Implementation:

In April 2021, the Board of Supervisors established that Milwaukee County will achieve net-zero carbon emissions by 2050. To support this ambitious policy, the OS will develop, recommend, and implement initiatives that reduce or offset the County's greenhouse gas emissions. Additionally, OS will actively pursue activities that: 1) reduce the County's energy use and costs; 2) eliminate County vendors' use of single-use plastics and polystyrene products; and 3) strengthen the County's standards for sustainable design and construction. Finally, the OS will continue to oversee the County's energy bill management system and manage Countywide natural gas procurement.

Strategic Program Area 17: Facilities Operations & Maintenance

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual*	2020 Actual*	2021 Budget*	2022 Budget	2022/2021 Variance
Expenditures	\$19,270,540	\$17,391,987	\$19,703,424	\$19,605,515	(\$97,909)
Revenues	\$5,458,931	\$4,598,994	\$5,340,337	\$5,308,810	(\$31,527)
Tax Levy	\$13,811,609	\$12,792,993	\$14,363,087	\$14,296,705	(\$66,382)
FTE Positions	86.0	84.0	84.0	84.0	0.0

* Previous years' data is re-stated to reflect the partial transfer of Office for Persons with Disabilities to SPA 17.

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Building Footprint Managed (sq. Feet)*	2,169,047	2,295,787	2,300,378	2,295,787
Building Plant Replacement Value	\$657,138,066	\$712,037,541	\$683,573,076	\$712,037,541

* The square footage increases over time due to the inactive/mothballed building inventory being centrally managed by the Facilities Management Division prior to disposition. The active/occupied square footage is actually decreasing. Information above excludes decommissioned buildings still owned by Milwaukee County. With the full implementation of CityWorks CMMS in late 2018, tracking of service requests and work orders has become more accurate. The previous CMMS, E-Maintenance, did not offer accurate reporting due to the limited capabilities of the system. Emergency work orders include vandalism that occur within FMD operated facilities not counted prior to 2019.

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Facilities Operations and Maintenance Cost Per Square Foot	\$9.17	\$8.57	\$8.41	\$8.83
FMD-O&M Facility Condition Index (FCI)*	0.08	0.07	0.08	0.08

* Comparison both within and among institutions. To determine FCI for any given set of Assets, the total cost of remedying deferred maintenance Requirements is divided by the current replacement value. Generally, the higher the FCI, the poorer the condition of the facility. FCI of .04 without the inclusion of the Public Safety Building. (Source: VFA Assessment Software.)

Strategic Overview:

Facilities Operations & Maintenance (Facilities) provides a full suite of facility services to County-owned properties including: The Courthouse, Safety Building, Criminal Justice Facility, Medical Examiner, Marcia P. Coggs Human Services Center, Vel R. Phillips Youth and Family Justice Center, Facilities West and five Senior Centers (McGovern, Clinton Rose, Kelly, Washington and Wilson). Services include corrective and preventative maintenance, major repairs and replacements, capital planning, property management, tenant services, housekeeping, security services (where not provided by the Milwaukee County Sheriff's Office), refuse and recycling, grounds maintenance and snow removal, as well as many other facility operations tasks. Facilities is the steward of the County Grounds potable water, sanitary sewer and storm water systems (for additional detail, see Strategic Program Area 19: Water Distribution System). Lastly, Facilities provides various supportive services to the Wil-O-Way Centers.

Strategic Implementation:

The strategic focus of the Operations & Maintenance team involves People (training, career ladders, and organization design), Engagement (creating stronger teamwork, information sharing, and celebration), and Performance

(understanding what information and metrics drives overall performance and creating action to drive successful outcomes).

The goal of Facilities is to drive exceptional customer service and facility availability for our tenants, providing sufficient resources to our staff to succeed in their mission, expanded use of the enterprise-wide computerized maintenance management system, CityWorks, and holding vendors accountable for their contracts including continued monitoring of Targeted Business Enterprises (TBE) and residency contract requirements.

The Office for Persons with Disabilities (OPD) was previously part of the Department of Administrative Services (DAS) and is now transitioned to the Department of Health and Human Services (DHHS) Adult Services Division in further alignment with the county's No Wrong Door vision. The longtime work of OPD has been to focus resources on assuring that people with disabilities share equally in programs, services and facilities of the County. This work is consistent with both the individual and collective health strategies of DHHS.

The OPD will continue to oversee the contracted programming for adult recreation and children's summer camps at both the Wil-O-Way Grant and Wil-O-Way Underwood county facility sites as well as provide transportation from all areas of Milwaukee County to ensure inclusion and access to the summer camp programs. It will also continue to coordinate space rental for these locations including the use of the space by two providers that offer adult respite services. The Director of OPD will continue to serve as the County ADA Coordinator, and will work closely with the Disabilities Commission in promoting accessibility and compliance with requirements across the County.

Facilities management of the Will-O-Way facilities at Grant and Underwood Parks will transition to the Facilities Management Division of DAS.

As a result of this change, 1.0 FTE Director of Disability Services is transferred to DHHS from DAS and 1.0 FTE Disabilities Recreation Manager is transferred to the DAS-Facilities Management Division (FMD).

Strategic Program Area 18: GIS & Land Information Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$720,788	\$958,961	\$842,821	\$941,000	\$98,179
Revenues	\$859,434	\$1,021,92	\$842,821	\$941,000	\$98,179
Tax Levy	(\$138,646)	(\$62,964)	\$0	\$0	\$0
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
MCLIO Web Site Visits	75,600,000	76,400,000	85,000,000	80,000,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
GIS Project Requests	53 Ad Hoc Projects	32 Ad Hoc Projects	30 Ad Hoc Projects	30 Ad Hoc Projects

Strategic Overview:

The Land Information Office (LIO) manages the County’s Geographic Information System (GIS) web application and records related to land for multiple internal and external stakeholders. Pursuant to Section 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), the Land Information Office may, “design, develop and implement a land information system integrating property and ownership records with U.S. Public Land Survey information; prepare boundary-referenced parcel property maps suitable for producing accurate land title or survey boundary line information; and prepare maps suitable for local planning.”

Strategic Implementation:

The LIO will continue to collaborate with internal and external stakeholders in the modernization of the County’s GIS web presence and in the dissemination of data related to real property. The LIO administers the GIS backbone to the County asset management system, CityWorks, which is the County’s work order management system. The LIO will continue to support GIS-based County initiatives in 2022 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.

Annual Agreement

The LIO will enter into a 2022 contract in the approximate amount of \$82,916 with the Southeastern Wisconsin Regional Planning Commission for the purpose of providing professional staff services for county surveyor services during 2022 pursuant to Wis. Stats. 59.74. Some of these services include to maintain a file of all land survey plats prepared by land surveyors for parcels in Milwaukee County, to perpetuate the corners of the U.S. Public Land Survey System throughout Milwaukee County, and to provide guidance and technical support during the year to the Milwaukee County Land Information Office.

Strategic Program Area 19: Water Distribution System

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$3,714,578	\$3,303,004	\$4,139,410	\$4,271,714	\$132,304
Revenues	\$3,487,194	\$2,591,436	\$4,139,410	\$4,271,714	\$132,304
Tax Levy	\$227,384	\$711,568	\$0	\$0	\$0
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual³	2020 Actual	2021 Target	2022 Target
Cubic Feet of Water Service*	26,195,057	34,828,800	34,000,000	35,500,000
Cubic Feet of Sewer Service*	26,195,057	34,828,800	34,000,000	35,500,000

* Consumption by volume.

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
None due to impending sale.				

Strategic Overview:

The Water Distribution System provides water, sewer, storm and fire protection services to County and non-County entities located on the County Grounds. Currently, Milwaukee County has entered into a management agreement with MRMC Water for the operation and maintenance of the water and sewer assets located in the SE Quadrant. The expenses of the Water Distribution System are fully funded by revenue from users. MRMC members are now billed by MRMC Water based on a cost-plus basis which still results in a break-even to Milwaukee County. Non-MRMC customers are assessed based on their individual consumption. The System is metered for water, sewer, and storm water consumption.

Strategic Implementation:

As part of on-going negotiations with Milwaukee Regional Medical Center and the City of Wauwatosa, it is anticipated that the water system will be sold and transferred to those entities sometime between 3rd QTR 2021 and 1st QTR 2022. The 2022 budget includes full-year expenditures and offsetting revenues to account for County system operations pending the final sale and transfer of the system.

The Fire protection charge will continue to be budgeted in the Water Distribution System and charged out to all County Grounds users of the water system. However, payment from some non-County users of the water system has been challenging and resulted in uncollectable payments. Although the County will continue to pursue payment for these charges, the budget also includes an uncollectable revenue amount of \$943,948 that is budgeted in Agency 190 (Non-Departmental Revenues), Org 1986 (Fire Charge – Uncollectable).

Strategic Program Area 20: DAS Risk Management

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$9,301,158	\$10,337,122	\$10,394,523	\$11,027,518	\$632,995
Revenues	(\$1,376)	\$0	\$0	\$0	\$0
Tax Levy	\$9,302,534	\$10,337,122	\$10,394,523	\$11,027,518	\$632,995
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Total hours of documented Risk Management Training	14,250 hours	9,090 hours	15,000 hours	15,000 hours
Total number of employees identified and enrolled in Occupational Health Program	228	228	1,533	3,242
Number of contracts reviewed per MCO 56.30(6)(f) indemnity and insurance requirements	1,010	1,200	1,300	1,300
Total tracked incidents and claims administered (including Workers' Compensation and Property and Casualty)	766*	706*	675	650

*Claims numbers are still developing. Some incidents and claims may remain unreported.

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Reduce Frequency and Severity of Workers' Compensation Claims to Reach an Experience Modification Number of 1 or Below.	*0.94	**1.28	0.95	Below 1.0

*2019 Is based on 2015, 2016, 2017 claims years; ** 2020 is based on 2016, 2017, 2018 claims years

Division Mission:

Risk Management's mission is to minimize Milwaukee County liability through claims administration, safety and loss control, insurance procurement, and contractual risk transfer services provided in collaboration with County departments.

Division Vision:

Risk Management envisions an innovative and sustainable risk management program that provides an equitable, safe, and healthy environment for employees and the public utilizing Milwaukee County services.

Strategic Overview:

Over the last five years, Milwaukee County experienced a significant reduction in the frequency and severity measures of new workers' compensation claims. The reduction is attributed to the implementation of initiatives such as a nurse triage line, the Vehicle Accident Review Committee, job safety and OSHA training, as well as a focus on return-to-work programs for injured workers. Risk Management is committed to continually improving these programs and services. Workers' compensation claim numbers are both a loss control and safety and claims management performance measure for Risk Management, as tracked through the experience modification number, which is a benchmark that compares the County's workers' compensation losses to industry loss rates. A number below 1.0 indicates a better than average rating, signifying highly functioning safety, loss control, and claims administration programs that are effective at reducing the County's liabilities and keeping employees safe and healthy.

Strategic Implementation:

In 2022, 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 implementation of a Blood Borne Pathogens program. In 2022, Risk's safety team will focus on implementing Hearing Conservation and Respiratory Protection programs in departments and divisions with exposures. This program breaks down silos within departments to protect all employees with these exposures equally to further reduce resulting injuries.
- Risk Management utilizes the Health and Safety Committee and Vehicle Accident Review Committee (VARC) and will implement a new Safety Ambassador Program to collaborate and disseminate risk mitigation initiatives among departments and divisions based on loss data and pressing safety issues brought by committee members and ambassadors. This effort will encourage Countywide safety culture aimed at decreasing accidents and injuries to employees and the public, thereby reducing County liabilities and increasing fiscal health and sustainability.
- Risk Management actively participates in the Equitable Contracting Workgroup to help identify barriers and implement strategies that increase spend to minority and women-owned business contractors interested in partnering with the County. An identified potential barrier is the County's minimum insurance requirements that are set by Risk Management.
- Risk Management partners with a broker and third-party administrator to develop streamlined, consistent, and efficient claims handling processes and to audit those processes, ensuring the claims experience is positive for employees. Risk will implement a new intake process so injured employees can immediately connect with a nurse as they report an injury, cutting reporting times and improving employee satisfaction.
- Risk Management will focus on working with departments to identify exposures, eliminate exposure gaps in the insurance program, including the addition of Workers' Compensation Excess coverage, where fiscally feasible to do so.
- Increases in 2022 total costs caused by industry-wide premium increases for areas such as auto property insurance, airport operations liability insurance, and general property insurance due to catastrophic disasters and the pandemic 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.

Strategic Program Area 21: DAS Economic Development / Real Estate Services

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,539,849	\$1,159,636	\$1,984,638	\$2,000,287	\$15,649
Revenues	1,637,661	\$1,522,487	\$1,887,900	\$1,897,400	\$9,500
Tax Levy	(\$97,812)	(\$362,851)	\$96,738	\$102,887	\$6,149
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Restore and enhance revenue to pre-pandemic levels	\$1,637,661	\$1,522,487	\$1,500,000	1,800,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Complete Real Estate Transactions to create a Center for Forensic Science including space for the Medical Examiner and Office of Emergency Management	Advance Funding	Land sales completed. 6 acres reserved for	Secure State as a co-located partner in the	Finalize Contracts and Begin Construction
Vacate County Grounds to reduce operational burdens, allow implementation of the Life Science District Master Plan and maximize value to Milwaukee County	Option Agreements	Sale of Campus Lands Completed	Close Water System and Ancillary Properties	Vacate BHD Buildings

Division Mission:

The Economic Development Division (DAS-ED) fosters collaborations and provides high quality real estate services to support the economic development of Milwaukee County and its customer departments.

Strategic Overview:

DAS-ED serves as Milwaukee County’s real estate division while also leveraging the County’s functions for economic growth. In serving its real estate function, DAS-ED manages the County’s tax foreclosure inventory and surplus properties which includes the preparation, repair, marketing, and sale of properties. The Division also represents County Departments in lease transactions whether as the landlord or the tenant, negotiates contracts in collaboration with customer departments, drafts contracts, and monitors lease agreements. DAS-ED also helps lead the County Facilities Plan Steering Committee which guides real estate decision making with a focus on total lifecycle costs. DAS-ED manages parking lot leases including those lots under I-794 and the 6th and State lot in Downtown Milwaukee. DAS-ED also manages cell tower revenues on various county properties.

The centralization of building and property leasing activity is considered a best practice for the management of government real estate by the US General Services Administration. DAS-ED, in its role as Milwaukee County’s real estate services division, has begun instituting a process wherein all leases are standardized, catalogued, and negotiated

in collaboration with the customer department. Obligations of lease agreements, which include tracking payments, receipt of insurance certificates, and development of maintenance reserve funds, are monitored in collaboration with other DAS divisions and customer departments.

Certain projects managed by DAS-ED such the sale and redevelopment of the Park East corridor, Downtown Transit Center and Milwaukee Regional Medical Center have successfully leveraged County real estate opportunities for regional economic growth in areas as diverse as increasing transit usage to creating construction and ongoing employment opportunities. DAS-ED has developed a role in regional coordination between the nineteen municipalities and various economic development efforts within the County and with neighboring Counties and the State, such as workforce, economic development, access, and marketing. DAS-ED focuses on cooperative efforts to encourage economic growth as well as serving on the Joint Review Boards of all active Tax Incremental Financing Districts in the County.

Strategic Implementation:

In 2021, DAS-ED has advanced in the maturity of lease administration and property disposition. In 2022, DAS-ED will strengthen its focus on more traditional economic development initiatives with a specific focus on those that will advance racial equity. Specific efforts to strengthen the regional economy include:

- Continue to negotiate for the Office of the Medical Examiner and the Office of Emergency Management in those offices' search for new facilities, leveraging the County's functions for the creation of a center of forensic science and protective medicine.
- Monitor partnership programs – Small Business Loan Program (MEDC), Near West Side Partners Economic Development Grant program and look to leverage economic support programs made available through federal stimulus packages and other available grants.
- Monitor compliance on real estate and redevelopment projects including City Campus, St. Anthony's supportive housing, the Couture, Park East redevelopments, Innovation Campus and others to ensure compliance with development agreements and community benefits plans.
- Connect job training and workforce development efforts with County services such as the Housing Division's Section 8 Homeownership program.
- Enhance advocacy efforts related to the racial equity goals outlined in the County's strategic plan. Efforts should include a focus on State and regional partners as well as peer Counties, local jurisdictions and those in the private sector.
- Included in this division's budget are the following memberships and funding for economic development agencies that support its work and mission: East Wisconsin RR Co. (\$25,000), Visit Milwaukee (\$25,000), Milwaukee Workforce Funding Alliance (\$10,000), Milwaukee 7 (\$10,000), IEDC (\$2,000), WEDA (\$2,000), and UEDA (\$350). These memberships are critical to the function of the Economic Development Division and the constituencies it serves.

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$723,726	\$700,634	\$1,051,660	\$1,768,736	\$717,076
Operation Costs	\$36,235	\$4,668	\$165,094	\$339,210	\$174,116
Debt & Depreciation	\$0	\$	\$0	\$0	\$ 0
Capital Outlay	\$0	\$2,617	\$0	\$6,000	\$6,000
Interdepartmental. Charges	\$1,914	\$741	\$1,150	\$1,914	\$764
Total Expenditures	\$761,875	\$708,660	\$1,217,904	\$2,115,860	\$897,956
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$95,733	\$95,733
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$ 0	\$ 0	\$ 0	\$95,733	\$95,733
Tax Levy	\$761,875	\$708,660	\$1,217,904	\$2,020,127	\$802,223
Personnel					
Full-Time Pos. (FTE)	10.0	10.0	13.0	19.0	6.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$14,467	\$25,466	\$0	\$0	\$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 our practices and strategically align critical resources that advance our mission while improving Milwaukee County's fiscal health. This Department will lead the Strategic plan, utilize an equitable lens for budgeting, and develop effective practices for continuous improvement, project management, and grant development. These activities will assure the highest quality of services for the residents of Milwaukee County.

Department Description:

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

Major Changes in FY 2022

As part of the continued effort to connect strategy and budget, the Department of Strategy, Budget, and Performance is created in the 2022 budget. The former Department of Administrative Services (DAS) Divisions of Performance, Strategy and Budget (PSB) and Grants Procurement are moved to this new department, while a division is added to focus on Strategy. The Division of Grants Procurement is redesigned to a Project Management Office which will focus on grant development, continuous improvement, and project management activities. FTE in the department is increased

1157 — OFFICE OF STRATEGY, BUDGET & PERFORMANCE

Department: **Strategy, Budget & Performance**

UNIT NO. **1157**

FUND: **General — 0001**

by 6 compared to the 2021 Adopted Budget, representing a transfer of 4 positions from other departments, 1 position create which was approved in 2021 (File 21-469) and 1 new position create in the 2022 budget.

Strategic Program Area 1: Strategy Division

Service Provision: Mandated

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$0	\$0	\$0	\$ 188,524	\$188,524
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$ 0	\$ 0	\$ 0	\$188,524	\$188,524
FTE Positions	0.0	0.0	0.0	1.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined				

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

Strategic Overview:

The Strategy Division works with all departments (including the Office of the County Executive and County Board) to help drive meaningful progress toward achieving the County’s strategic plan.

Over the course of 2020 and 2021, the Strategy Director facilitated the creation of seven strategy teams formed to guide the advancement of each of the nine strategic objectives. The teams include the Diversity & Inclusion Team (1A & 1B), the Equitable Contracting Team (1C), the Service Alignment Team (2A & 3A), the Integration Team (2B), the Racial Equity Lens Team (2C), the Fiscal Health Team (3B), and the Inclusive Communities Team (3C). Each team has worked to develop key performance indicators (KPIs) for their respective strategic objectives to answer the question, “how will we measure our success?”. In 2021, the strategy teams created targets for each KPI and developed action plans for achieving these targets. In addition to overseeing the strategy teams, the Strategy Division is responsible for planning and facilitating the County’s Leadership Forums, cabinet meetings, and other strategic convenings. Other tasks include developing and maintaining strategic partnerships, advising elected policymakers on policy issues related to the strategic objectives, and developing content for external and internal communications.

Strategic Implementation:

The Strategy Director oversees a cross-functional team which has developed a Strategy Dashboard for tracking the County’s progress toward advancing the KPIs for each strategic objective. In addition, the Strategy Dashboard displays two additional categories of information. First, it shows how each County service is performing against its individual set of performance measures, which are under various stages of development. Second, it shows how the County is progressing in terms of overall population health. Specifically, population health is being measured using specific community impact indicators in the realms of housing, employment, and life expectancy.

1.0 FTE Strategy Director position is transferred from the Office of the County Executive to the Department of Strategy, Budget and Performance in 2022.

Strategic Program Area 2: Budget Division

Service Provision: Mandated

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$761,875	\$698,762	\$842,904	\$837,176	(\$5,728)
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$761,875	\$698,762	\$842,904	\$837,176	(\$5,728)
FTE Positions	10.0	10.0	10.0	8.0	(2.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
# of Budgets Documents Produced	2	2	2	2
Organizational Budgets	82	82	82	82

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA
GFOA Distinguished Budget Presentation Award	Awarded	Awarded	Pending	Awarded

Strategic Overview:

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

Strategic Implementation:

As a component of the County’s fiscal health goal, the Budget Division is working 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 has supported the implementation of a Racial Equity Budget Tool which has been utilized during the 2021 and 2022 budget process and is designed 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.

1157 — OFFICE OF STRATEGY, BUDGET & PERFORMANCE

Department: **Strategy, Budget & Performance**

UNIT NO. **1157**

FUND: **General — 0001**

The Budget Division will continue to assist towards the development of the countywide Enterprise Resource Planning (ERP) system. In 2021 and 2022, the division is working to develop a new budget software system.

In 2022, 2.0 FTE (Continuous Improvement Manager and Continuous Improvement Analyst) are transferred out to Program Area 3 – Project Management Office.

Strategic Program Area 3: Project Management Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$0	\$9,898	\$375,000	\$ 1,090,160	\$715,160
Revenues	\$ 0	\$0	\$0	\$ 0	\$ 0
Tax Levy	\$ 0	\$9,898	\$375,000	\$1,090,160	\$715,160
FTE Positions	0.0	0.0	3.0	10.0	7.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of grant applications submitted within the Grant System of Support (AMOP 11.02)	N/A	N/A	35	45
Amount of grant funds requested through competitive grant proposals	N/A	N/A	\$30M	\$40M
Number of projects undertaken to identify and apply a solution to an enterprise challenge	N/A	N/A	5	7
Number of grant writing and project management professional development sessions held for employees	N/A	N/A	1	4
Number of federal reports submitted on use of American Rescue Plan Act State and Local Fiscal Recovery Funds	N/A	N/A	3	5
Number of CountyConnect resource pages developed and maintained focusing on project management and grant development	N/A	N/A	1	2
Number of project management and grant development AMOPs established	N/A	N/A	4	4
Number of internal communication outlets developed and/or maintained	N/A	N/A	N/A	3

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percent of competitive grant applications awarded	N/A	N/A	30%	35%
Amount of competitive grant funds awarded	N/A	N/A	\$9M	\$15M
Number of County employees trained and/or accessing CountyConnect resource pages	N/A	N/A	20	50

Number of projects successfully concluded that impact county operations and/or strategy advancement	N/A	N/A	5	6
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Strategic Overview:

The former DAS Division of Grants Procurement has been redesigned to the SBP Project Management Office. The office will lead efforts to advance Milwaukee County’s strategic plan by integrating project management approaches into organizational functions that involve grant development, continuous improvement, project management, and internal communications. By deploying intentional systems of support, the division will facilitate collaborative work to organize and implement projects or services that advance the county’s strategic plan. Through this work, the division will also increase project management and grant writing capacity.

Capacity building activities include developing a portfolio of project management tools, strategies, and collaborative training opportunities to scale to Milwaukee County offices and departments. Continuous improvement is a cornerstone of the division, which will also facilitate the County’s Administrative Manual of Operating Procedures.

The division will contribute to existing grant writing efforts, diversify funding opportunities pursued, and maximize the County’s competitiveness for funding. To fulfill this work, division staff will implement effective systems to:

- research and disseminate discretionary grant opportunities aligned with County priorities
- track county-wide grant application activity
- facilitate the work of grant development teams and decision-making processes
- create a grant writing toolbox and library of resources for County staff
- provide timelines, templates, and technical support for grant writing
- support submittal of required program reports requested by funders
- facilitate professional development offerings to build grant writing capacity, and collaborate across county departments and divisions to troubleshoot grant and special projects.

These efforts will position Milwaukee County to 1) be highly competitive in grant contests and 2) maximize the impact and effectiveness of grant funded projects.

The division will also comprehensively support implementation of county-wide projects to ensure efficacy and impactful outcomes that benefit the constituents and functions of Milwaukee County. The division will oversee and project manage the American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds and other pandemic related grant funding received and applied for by Milwaukee County.

Strategic Implementation:

In 2022, the Project Management Office will launch and solidify the following functions within Milwaukee County’s operating procedures and practices:

- Establish and implement model project management, grant development, internal communication systems and practices in Milwaukee County.
- Increase the capacity of Milwaukee County departments to compete for grant revenue, identify and implement solutions to enterprise challenges, and develop effective internal communication strategies.
- Cultivate project management across Milwaukee County in alignment with organizational racial and health equity goals.

The division will seek ongoing feedback and undergo continuous improvement to refine and develop resources that will effectively support the varying needs of County departments and offices. An annual needs assessment will direct the efforts of division staff to expand the resources and training options offered annually.

The 2022 budget provides 10.0 FTE

- 3.0 FTE are maintained from the previous division of DAS-Grants Procurement
- 1.0 FTE Sr. Grants Analyst – Pandemic Relief was created in File 21-469
- 1.0 FTE Continuous Improvement Manager and 1.0 FTE Continuous Improvement Analyst are transferred in from the Budget Division
- 1.0 FTE Organizational Performance Director is transferred in from the Office of the County Executive
- 1.0 FTE Digital Program Manager and 1.0 FTE Graphic Services Coordinator are transferred in from DAS-Central Business Office
- 1.0 FTE Internal Communications Coordinator is created. This position will be assigned to enterprise-wide internal communications and will ensure all employee communication and messaging is consistent and meets common brand and message standards.

DEPARTMENTAL NARRATIVES

COURTS & JUDICIARY FUNCTION

2000 — Combined Court-Related Operations

2900 — Courts – Pre-Trial Services

2430 — Department of Child Support Services



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$15,893,441	\$14,905,162	\$16,982,833	\$17,562,544	\$579,711
Operation Costs	\$10,749,142	\$10,182,940	\$12,305,563	\$12,207,049	(\$98,514)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$22,200	\$6,200	\$6,200	\$6,200	\$ 0
Interdepartmental. Charges	(\$137,846)	(\$132,272)	(\$87,060)	(\$139,690)	(\$52,630)
Total Expenditures	\$26,526,937	\$24,962,030	\$29,207,536	\$29,636,103	\$428,567
Revenues					
Direct Revenue	\$3,775,164	\$2,722,429	\$3,441,354	\$3,397,591	(\$43,763)
Intergovernmental Revenue	\$8,081,585	\$8,866,465	\$8,715,705	\$8,485,342	(\$230,363)
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$11,856,749	\$11,588,894	\$12,157,059	\$11,882,933	(\$274,126)
Tax Levy	\$14,670,188	\$13,373,136	\$17,050,477	\$17,753,170	\$702,693
Personnel					
Full-Time Pos. (FTE)	293.5	293.5	293.5	297.5	4.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	0.0
Overtime \$	\$4,015	\$8,530	\$0	\$0	\$0

Department Mission:

The mission of Combined Court Related Operations is to ensure public safety by providing judges, attorneys, persons proceeding without an attorney, and all other persons involved in Circuit Court proceedings or other functions of the Circuit Court with courteous, proficient, and professional services.

Department Description:

Combined Court Related Operations (Courts) includes the Chief Judge and what were formerly three separate departments: Family Court Commissioner, Register in Probate, and County-funded State Court Services/Clerk of Circuit Court. The Chief Judge is the Administrative Chief of the First Judicial Administrative District, which is solely comprised of Milwaukee County. The Chief Judge is responsible for the oversight of administration of judicial activities in the 47 Circuit Courts within the District. Courts are broken into ten program areas.

The Administration Division, under direction of the Clerk of Circuit Court/Court Services Director, plans, directs, and coordinates the operations of all the divisions of the Circuit Court. It includes General Administration, Budget and Accounting, Appeals, Jury Management, and Management Information units. Administration coordinates automation and the purchase and distribution of equipment and supplies. It also prepares statistical reports for the court system and prepares cases for appeal to the State Appellate Court.

The Criminal Division hears, tries, and determines all matters for pretrial, trial, and post-conviction proceedings in felony, misdemeanor, and traffic matters. Within the Criminal Division, the Misdemeanor Courts conduct proceedings on matters in which jury demands have been filed in the municipal courts in Milwaukee County. The Criminal Court Division Clerk consults with litigants and attorneys on procedural matters; processes the records for the court; receives cases from the municipal courts; accounts for and disperses fees and fines to the County Treasurer; prepares judgment rolls and case records; issues warrants and necessary documents for court actions including the issuance of occupational licenses in operating while intoxicated cases; and maintains records for the automated JUSTIS System.

The Children's Court Division is responsible for adjudicating cases involving Juvenile Delinquency, Children and Juveniles in Need of Protection and Services, Termination of Parental Rights, minor Adoptions, Guardianship of minors, and Injunctions and Ordinance violations involving minors. The Family Drug Treatment Court is a problem-solving court within the Division that works intensively with families impacted by parental substance use to ensure child safety and permanency. The State of Wisconsin reimburses the Division for the semi-annual review of permanency plans for children in out-of-home care, ensuring services are being provided to achieve permanency within the statutory timelines. The services and responsibilities of the court are defined by state statute, local court rules, Children's Division Policies and Procedures, and Chief Judge Directives.

The Civil Court Division adjudicates small claims, large claims, replevin, and eviction actions. The Clerk of Circuit Court, Civil Division, consults with litigants and attorneys on procedural matters; calculates costs and records judgments; maintains the central court files for civil and family matters; directs the work of the clerical staff of the court; assigns and calendars all cases in the Civil Division of the Circuit Court; and supervises the processing of civil appeals to the State Court of Appeals.

The Family Court area hears all actions affecting family. Within this area, there are three sections: General office which conducts hearings for the family matters of separation, divorce, domestic abuse, and harassment; Child Support Enforcement (CSE) which conducts paternity hearings and monitors the job search task for those individuals liable for child support; and Family Court Mediation Services which provides family mediation services and custody studies.

The Probate Division has two sections: Probate Administration and Probate Court Support. Probate Administration manages and maintains all wills deposited for safekeeping or filed for probate, all probate records of estates, trusts, guardianships of persons and estates, conservatorship, protective placements, and involuntary commitments. Probate Court Support assists the courts assigned probate jurisdiction in adjudicating matters involving probate, trusts, guardianships of persons and estates, conservatorship, protective placements, involuntary commitments, temporary restraining orders, and injunctions in individuals at risk cases.

The Family Drug Treatment Grant Division is responsible for grant oversight in relation to drug treatment.

The Permanency Plan Review Division provides children in an out-of-home situation with a review every six months by the court.

The Self-Help Services, Milwaukee Justice Center (MJC), was founded as a collaboration and partnership between the Milwaukee Bar Association, Marquette University Law School, and Milwaukee County. It is a volunteer-based community service project founded on the premise that everyone deserves meaningful access to the justice system, regardless of their economic situation or access to legal services.

Each year the department produces and posts online an annual report detailing the statistical activities for the previous fiscal year. That annual report can be located at: <https://county.milwaukee.gov/EN/Courts/Clerk-of-Courts>. The Self-Help services division, also known as the Milwaukee Justice Center, produces their own annual report, and it can be located at: <https://www.milwaukeejusticecenter.org/annual-reports.html>.

Major Changes in FY 2022

Four (4) positions are created in 2022 to address a backlog of approximately 2,800 cases in Civil Court - Small Claims. Additionally, it is anticipated caseload will increase in 2022 by an estimated 10,000 cases. The four (4) new positions include one (1) Court Commissioner and three (3) Deputy Court Clerks.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$4,059,305	\$3,252,750	\$4,150,804	\$4,329,221	\$178,417
Revenues	\$246,323	\$172,252	\$107,723	\$134,645	\$26,922
Tax Levy	\$3,812,982	\$3,080,498	\$4,043,081	\$4,194,576	\$151,495
FTE Positions	30.0	31.0	31.0	31.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area, under direction of the Clerk of Circuit Court/Court Services Director, continues to plan, direct, and coordinate the operations of the other divisions of the Circuit Court. This is the general management and fiscal arm of the Combined Courts operation. This program area is also responsible for the management of grants related to the improvement of Court services. The 2022 budget reflects a cost to continue of existing service levels.

Strategic Implementation:

The Milwaukee County Law Library (MCLL) is a vital resource in the Courthouse for County residents, Judges and their staff, Court and County personnel, attorneys, and other legal professionals. The Law Library works closely with many court offices including the Clerk of Courts, Records Center, and Family Court Commissioners to help deliver legal information and provide equal access to justice. MCLL works very closely with the Milwaukee Justice Center (MJC) to help pro se patrons navigate the courthouse and court processes. The Law Library also assists low-income users who need assistance obtaining proof they receive public assistance to request a fee waiver.

The MCLL does not have the capacity to track the demographics of the individuals accessing its services. However, Law Library staff indicate user demographics mirror those of the individuals seeking assistance of the MJC.

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.

The following contract is being included in the 2022 Budget in lieu of review and approval by the County Board during the 2022 fiscal year:

2000 — COMBINED COURT RELATED OPERATIONS

Department: **Combined Court Related Operations**

UNIT NO. **2000**

FUND: **General — 0001**

Contracts		
Description	Vendor	Amount
Legal Resource Center	State of Wisconsin	\$234,829

Strategic Program Area 2: Criminal Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$5,155,415	\$4,531,000	\$5,307,251	\$5,394,507	\$87,256
Revenues	\$3,103,508	\$2,785,167	\$3,004,300	\$2,966,036	(\$38,264)
Tax Levy	\$2,051,907	\$1,745,833	\$2,302,951	\$2,428,471	\$125,520
FTE Positions	83.0	84.0	81.0	82.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for the hearing, trying, and determination of all matters for pretrial, trial, and post-conviction proceedings in felony, misdemeanor, and traffic matters. The Criminal Court program area provides expenditure authority for twenty-four (24) total court rooms, including fourteen (14) felony, seven (7) misdemeanor, two (2) intake, and one (1) preliminary courtroom.

Strategic Implementation:

This program area changed from 81.0 FTEs to 82.0 FTEs due to the transfer in of three (3) Sr. Assistant Clerical positions and the transfer out of two (2) Specialist Clerical positions to accurately reflect the strategic program area employees are currently assigned to.

Strategic Program Area 3: Children's Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$6,126,981	\$6,648,204	\$7,118,661	\$7,197,551	\$78,890
Revenues	\$1,423,473	\$2,458,431	\$2,181,706	\$2,308,869	\$127,163
Tax Levy	\$4,703,508	\$4,189,773	\$4,936,955	\$4,888,682	(\$48,273)
FTE Positions	32.0	32.0	32.0	33.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for adjudicating cases involving Juvenile Delinquency, Children and Juveniles in Need of Protection and Services, Termination of Parental Rights, minor Adoptions, Guardianship of minors, Injunctions and Ordinance violations involving minors, and is responsible for eleven (11) courts.

Strategic Implementation:

This program area changed from 32.0 FTEs to 33.0 FTEs due to the transfer in of one (1) Specialist Clerical position to accurately reflect the strategic program area employees are currently assigned to.

Strategic Program Area 4: Civil Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$4,651,469	\$4,351,374	\$5,338,056	\$5,758,102	\$420,046
Revenues	\$3,556,125	\$2,604,012	\$3,146,836	\$2,935,332	(\$211,504)
Tax Levy	\$1,095,344	\$1,747,362	\$2,191,220	\$2,822,770	\$631,550
FTE Positions	93.0	92.0	90.0	97.0	7.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for small claims, large claims, replevin, and eviction actions. This program area provides services in sixteen (16) total courtrooms, including nine (9) large claims courtrooms, five (5) small claims courtrooms, and two (2) probate courtrooms.

Strategic Implementation:

This program area changed from 90.0 FTEs to 97.0 FTEs. Four (4) positions are created in 2022 to address a backlog of approximately 2,800 cases in Civil Court - Small Claims. Additionally, it is anticipated caseload will increase in 2022 by an estimated 10,000 cases. The four (4) new positions include one (1) Court Commissioner and three (3) Deputy Court Clerks. Additionally, this strategic program area includes the transfer in of one (1) Assistant Administrative, one (1) Specialist Clerical, and two (2) Sr. Assistant Clerical positions as well as the transfer out of one (1) Assistant Administrative position to accurately reflect the strategic program area employees are currently assigned to.

Strategic Program Area 5: Family Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$3,493,475	\$3,365,476	\$3,970,660	\$3,773,857	(\$196,803)
Revenues	\$2,229,988	\$2,195,784	\$2,470,057	\$2,303,036	(\$167,021)
Tax Levy	\$1,263,487	\$1,169,692	\$1,500,603	\$1,470,821	(\$29,782)
FTE Positions	28.0	27.0	30.0	25.0	(5.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for hearings on family matters such as divorce and domestic abuse, conducting paternity hearings, and provides mediation for families and custody studies. The Family Court program area supports a total of fifteen (15) courtrooms staffed by Judges and Commissioners.

Strategic Implementation:

This program area contains Family Court Mediation Services, which are entirely offset by revenues collected: From filling fees in certain family cases, user fees for mediation and custody study and placement services, and a portion of marriage license fees for no tax levy impact. If, during the 2022 fiscal year, the actual revenue received from these sources exceeds actual expenditures, the State mandates the excess revenue be set-aside in a reserve account to offset future operating costs in this section. For 2022, a contribution of \$86,121 from reserve is budgeted.

This program area changed from 30.0 FTEs to 25.0 FTEs due to the transfer out of five (5) Sr. Assistant Clerical positions to accurately reflect the strategic program area employees are currently assigned to.

Strategic Program Area 6: Probate

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$2,043,377	\$1,839,599	\$2,326,599	\$2,212,515	(\$114,084)
Revenues	\$336,870	\$401,469	\$329,679	\$353,960	\$24,281
Tax Levy	\$1,706,507	\$1,438,130	\$1,996,920	\$1,858,555	(\$138,365)
FTE Positions	19.0	19.0	19.0	19.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for all probate records filed with the Courts.

Strategic Implementation:

Services in the Probate area are provided by nineteen (19) FTEs.

Strategic Program Area 7: Family Drug Treatment Court

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$93,558	\$24,656	\$10,000	\$10,000	\$ 0
Revenues	\$91,959	\$46,852	\$75,000	\$75,000	\$ 0
Tax Levy	\$1,599	(\$22,196)	(\$65,000)	(\$65,000)	\$ 0
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is primarily responsible for Family Drug Treatment Court Grant administration.

Strategic Implementation:

Family Drug Treatment Court has no dedicated staff.

Strategic Program Area 8: Permanency Plan Review

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$666,694	\$756,960	\$751,635	\$717,526	(\$34,109)
Revenues	\$745,023	\$797,012	\$751,635	\$717,526	(\$34,109)
Tax Levy	(\$78,329)	(\$40,052)	\$ 0	\$ 0	\$ 0
FTE Positions	5.5	5.5	6.5	6.5	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for the Permanency Plan Review. Expenditures for this area are entirely offset with revenue from the Department of Children and Families – Division of Milwaukee Child Protective Services, resulting in no tax levy impact.

Strategic Implementation:

Services in Permanency Plan Review are provided by 6.5 FTEs.

2000 — COMBINED COURT RELATED OPERATIONSDepartment: **Combined Court Related Operations**UNIT NO. **2000**FUND: **General — 0001****Strategic Program Area 9: Self Help**Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$236,663	\$192,011	\$233,870	\$242,824	\$8,954
Revenues	\$123,478	\$127,916	\$90,123	\$88,529	(\$1,594)
Tax Levy	\$113,185	\$64,095	\$143,747	\$154,295	\$10,548
FTE Positions	3.0	3.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
No Activity Data Provided by the Department	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Measures Provided by the Department	0	0	0	0

Strategic Overview:

This program area is responsible for the oversight of the Milwaukee Justice Center (MJC), which is a collaborative partnership between the Milwaukee Bar Association, Marquette University Law School, and Milwaukee County.

Revenue continues to be budgeted for 2022 for cost reimbursement from federal and state governments in relation to child support case assistance.

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$154,040	\$190,527	\$223,190	\$228,798	\$5,608
Operation Costs	\$5,151,948	\$5,293,991	\$4,947,744	\$5,469,498	\$521,754
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$74,000	\$74,000	\$74,000	\$105,688	\$31,688
Total Expenditures	\$5,379,988.(\$	\$5,558,518	\$5,244,934	\$5,803,984	\$559,050
Revenues					
Direct Revenue	\$17,298	\$1,041,943	\$54,046	\$575,000	\$520,954
Intergovernmental Revenue	\$445,009	\$475,103	\$380,981	\$380,981	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$462,307	\$1,517,046	\$435,027	\$955,981	\$520,954
Tax Levy	\$4,917,681	\$4,041,472	\$4,809,907	\$4,848,003.	\$38,096
Personnel					
Full-Time Pos. (FTE)	2.0	2.0	3.0	3.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$0	\$0	\$0	\$0	\$ 0

Department Mission:

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

Department Description:

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

Major Changes in FY 2022

Revenue is increased by \$520,954 with a corresponding increase in expenditures for FY 2022 to account for the second year of the MacArthur Safety and Justice Challenge Phase IV Sustainability grant. The grant is scheduled to end December 31, 2022. There are no other major changes to the department operations for fiscal for FY 2022.

Strategic Program Area 1: Pre-Trial Services

Service Provision: Discretionary

Strategic Outcome: Self-Sufficiency

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$5,379,988	\$5,558,518	\$5,244,934	\$5,803,984	\$559,050
Revenues	\$462,307	\$1,517,046	\$435,027	\$955,981	\$520,954
Tax Levy	\$4,917,681	\$4,041,472	\$4,809,907	\$4,848,003	\$38,096
FTE Positions	2.0	2.0	3.0	3.0	0.0

What We Do With It: Activity Data					
Activity¹		2019 Actual	2020 Actual	2021 Target	2022 Target
Universal Screening	Risk Assessments	16,810	12,532	100% eligible	100% eligible
	Interviewed	77%	27%	90%	90%
	Demographics	67% AA; 30% White; 78% Male	70% AA; 28% White; 79% Male		
Pre-trial Supervision	Individuals Served	5,597 Annually	4,515 Annually	1,500 Daily	1,500 Daily
	Demographics	70% AA; 28% White; 83% Male	73% AA; 25% White; 85% Male		
GPS Supervision	Individuals Served	318 Annually	241 Annually	90 Daily	90 Daily
	Demographics	71% AA; 25% White; 89% Male	78% AA; 20% White; 94% Male		
Repeat Intoxicated Driver	Individuals Served	845 Annually	518 Annually	250 Daily	250 Daily
	Demographics	35% AA; 61% White; 81% Male	38% AA; 59% White; 81% Male		
Court Reminders	Individuals Served	Not Applicable	3,110 Annually	1,500 Daily	1,500 Daily
	Demographics	Not Applicable	68% AA; 59% White; 77% Male		

¹ The demographic data is captured in the Pretrial data system through an interface with the Jail data system. The Drug Treatment Court and Veterans Treatment Court have actively been working with the National Association of Drug Treatment Court Professionals and the Wisconsin Association of Treatment Court Professionals to develop and meet appropriate demographic targets for the respective programs. The national Drug Treatment Court graduation rate hovers around 42%. Locally a graduation target is also being determined.

2900 — COURTS – PRE-TRIAL SERVICES

Department: **Pre-Trial Services**

UNIT NO. **2900**

FUND: **General — 0001**

Drug Treatment Court	Individuals Served	132 Annually	108 Annually	80 Daily	80 Daily
	Demographics	29% AA; 68% White; 70% Male	27% AA; 70% White; 69% Male		
Central Liaison Unit	Div. Individuals Served	378 Annually	369 Annually	200 Daily	200 Daily
	Div. Demographics	52% AA; 40% White; 68% Male	52% AA; 38% White; 63% Male		
	DPA Individuals Served	262 Annually	164 Annually	90 Daily	90 Daily
	DPA Demographics	47% AA; 50% White; 65% Male	45% AA; 53% White; 69% Male		
Treatment Alternatives and Diversions	Individuals Served	207 Annually	160 Annually	90 Daily	90 Daily
	Demographics	26% AA; 58% White; 67% Male	40% AA; 52% White; 70% Male		
Veterans Treatment Court	Individuals Served	Not Applicable	51 Annually	-	
	Demographics	Not Applicable			

How Well We Do It: Performance Measures					
Performance Measure		2019 Actual	2020 Actual	2021 Target	2022 Target
Universal Screening	% Low Risk/Low Risk Release	52%/77%	73%/74%		
	% High Risk/High Risk Release	12%/50%	11%/54%		
	Overall Release	69%	71%		
Pretrial, GPS and Repeat Intoxicated Driver Supervision ²	Appearance	76%		90%	90%
	Public Safety	84%		95%	95%
	No New Violent	97%			
Court Reminders	Appearance	Not Applicable	80%	90%	90%
	Public Safety	Not Applicable			

² Statutorily the two items to consider with pretrial release are (1) individual's likelihood to appear for all scheduled court hearings and (2) not picking up any new criminal cases during the pendency of the underlying open case. There was error discovered in the report for the 2020 performance outcomes. It is currently being resolved.

	No new Violent	Not Applicable			
Drug Treatment Court	Graduation	43%	54%	TBD	TBD
	Est. Jail/Prison Days Saved	13,645	21,690	Not Applicable	Not Applicable
Central Liaison Unit	Div. Graduation	84%	77%	80%	80%
	Div. Jail Days Saved	17,445	9,520	Not Applicable	Not Applicable
	DPA Graduation	58%	77%	70%	70%
	DPA Jail/Prison Days Saved	17,560	11,824	Not Applicable	Not Applicable
Treatment Alternatives and Diversion	Graduation	52%	64%	70%	70%
	Est. Jail Days Saved	13,735	9,665	Not Applicable	Not Applicable
Veterans Treatment Court	Graduation	Not Applicable	91%	TBD	TBD
	Est Jail days Saved	Not Applicable	2,904	Not Applicable	Not Applicable

Strategic Overview:

This Division is responsible for pretrial services, universal screening, and early interventions which are funded in order to reduce unnecessary and costly jail bed utilization, reduce pretrial misconduct, and enhance the efficient operation of the Court System. The goals of the Division are to develop appropriate evidence-based methods to effectively monitor individuals in the community during the pendency of adult criminal case(s) or early intervention agreement. By allowing individuals to safely remain in the community, employment can be maintained, childcare is provided, treatment can be received, and individuals can more effectively help in the defense of their case(s). Additionally, a more manageable jail population is maintained. Universal screening provides information on the likelihood of failure to appear and new criminal activity during the pendency of case(s) to the stakeholders who can make more informed decisions regarding release/supervision and resources. Pretrial supervision helps individuals stay in compliance with court's 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 2022 have increased minimally from 2021 due to personnel costs and residual pandemic expenses that will continue to exist. The pretrial services programs went through a competitive RFP process in 2019. Annual contracts are awarded for the three-year period of 1/1/20-12/31/22 contingent upon annual approval by the County Board.

The Treatment Alternatives and Diversion (TAD) program receives grant funding from the Wisconsin Department of Justice. In 2021, TAD funding totaled \$507,975, which included a local match of \$126,994. The Pretrial Court Reminder program (\$54,046) is grant funded under the MacArthur Safety and Justice Challenge Phase IV Sustainability Grant (File No. 21-77).

The following contracts are included in the 2022 Budget in lieu of separate review and approval from the County Board during the fiscal year:

2900 — COURTS – PRE-TRIAL SERVICESDepartment: **Pre-Trial Services**UNIT NO. **2900**FUND: **General — 0001**

Contracts		
Description	Vendor	Amount
Universal Screening & Release Planning	Justice Point	\$1,324,277
Treatment Alternatives and Diversion (TAD)	Justice Point	\$462,471
Repeat Intoxicated Driver Intervention Program	Justice Point	\$353,690
SCRAM	Wisconsin Community Services	\$90,927
Pre-Trial Drug Testing	Wisconsin Community Services	\$177,361
Pre-Trial Supervision	Justice Point	\$1,589,423
Pre-Trial GPS Supervision	Justice Point	\$326,612
Early Interventions Central Liaison Unit	Justice Point	\$361,636
Pretrial Court Reminders	Justice Point	\$54,046
Trauma Informed Care	Justice Point	\$57,254
Cognitive Behavioral Programming	Justice Point	\$148,047
Administrative & Racial Equity Support	Wisconsin Policy Forum	\$89,807
Domestic Violence Deferred Prosecution	Alma Center, Inc.	\$106,966
Racial and Ethnic Disparity Data	Medical College of Wisconsin	\$90,692
SJC Project Manager	Wisconsin Policy Forum	\$35,282
TOTAL		\$5,268,491

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$12,895,203	\$12,001,814	\$13,608,758	\$13,490,747	(\$118,011)
Operation Costs	\$2,841,305	\$2,432,690	\$2,530,156	\$2,536,185	\$6,029
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$9,890	\$0	\$14,593	\$14,593	\$0
Interdepartmental. Charges	\$2,349,854	\$2,193,175	\$2,584,500	\$2,355,568	(\$228,932)
Total Expenditures	\$18,096,252	\$16,627,679	\$18,738,007	\$18,397,093	(\$340,914)
Revenues					
Direct Revenue	\$600,744	\$1,251,636	\$568,000	\$502,000	(\$66,000)
Intergovernmental Revenue	\$16,509,874	\$15,136,697	\$16,406,844	\$16,061,182	(\$345,662)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$17,110,618	\$16,388,333	\$16,974,844	\$16,563,182	(\$411,662)
Tax Levy	\$985,634	\$239,346	\$1,763,163	\$1,833,911	\$70,748
Personnel					
Full-Time Pos. (FTE)	142.0	139.0	139.0	139.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$22,848	\$4,399	\$0	\$0	\$0

Department Mission:

To promote family stability by improving the quality of life for children in Milwaukee County. Through the utilization of federal, state, and community resources, the Department establishes paternity for children without a legal father, establishes and enforces fair support orders for children with an absent parent, and efficiently collects and effectively disburses support payments to children’s families.

Department Description:

Child Support Services (CSS) implements the Child Support Enforcement Act, pursuant to Title IV-D of the Federal Social Security Act and Sections 49.22 and 59.53(5) of the Wisconsin Statutes, under contract with Wisconsin’s Department of Children and Families. State-managed public assistance programs refer cases for child support services when a custodial parent or child is eligible for benefits. Parents or custodians who do not receive public benefits may also apply for federally funded child support services.

Individuals choosing not to apply for services or those ineligible for full services may receive limited child support services funded by County tax levy and fees for services. Child Support Services works cooperatively with State agencies and other County departments to comply with Federal and State IV-D program mandates, including providing parent location services, establishing paternity, and establishing and enforcing child and medical support orders in local and interstate case.

2430 — DEPARTMENT OF CHILD SUPPORT SERVICES

Department: **Child Support Services**

UNIT NO. **2430**

FUND: **General — 0001**

Major Changes in FY 2022

CSS staff adapted to remote work in 2020-21. The customer service window in room 101 of the courthouse reopened in June of 2020, enabling parents to make payments, receive help with their cases, and avoid fees charged by private payment services. CSS worked with the Family Court and Clerk of Court offices to enable Paternity and Child Support hearings to be held remotely, a practice that will continue until at least September 2021. Most CSS staff continue to work remotely, with about 30 staff in the courthouse and 100 working remotely on most days.

Strategic Program Area 1: Directors Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$18,096,252	\$16,627,679	\$18,738,007	\$18,397,093	(\$340,914)
Revenues	\$17,110,618	\$16,388,333	\$16,974,844	\$16,563,182	(\$411,662)
Tax Levy	\$985,634	\$239,346	\$1,763,163	\$1,833,911	\$70,748
FTE Positions	142.0	142.0	139.0	139.0	0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Total IV-D Cases	123,069	115,737	119,000	115,000
Court Orders Established	7,366	5,257	8,700	6,000
Paternities Established	7,021	4,825	7,500	5,500
Office Walk-Ins	37,677	**	38,000	38,000
IV-D Support Collections	\$116,600,065	\$135,461,025	\$117,100,000	\$116,600,000

** No data due to pandemic

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Paternity Establishment Rate	92.75%	90.64%	90.00% **	90.00% **
Order Establishment Rate	80.75%	78.44%	80.00% **	80.00% **
Current Support Collection Rate	64.34%	63.33%	64.00%	64.00%
Arrears Collection Rate	59.78%	66.79%	60.00%	61.00%

* Full Federal performance funding is available at this level.

Strategic Overview:

The 2020 unemployment spike had significant impacts on both custodial and non-custodial parents and their families. Many of the parents CSS serves are hourly workers, often in lower pay scale jobs that are highly sensitive to economic disruption. Child Support is especially important for these families during an economic crisis, when jobs and regular paychecks have been disrupted.

CSS closed out FY2020 with impacts to Federal performance measures, but not to the degree that might have been expected. Paternity Establishment and Order Establishment were both down approximately 2%, largely due to the disruption to the court system and subsequent remote hearings, which do not result in orders at the same rate as in person court hearings. Current Support Collection was down only about 1%, and Collections on Arrears was actually up to 66.79%, an all-time high-performance mark, and 6% higher than our previous high mark. Direct Federal support in terms of extended unemployment compensation and stimulus checks under the CARES Act both contributed to the resilience of our Current Support measure, and allowed growth in Arrears collections, as the tax intercept function

required attachment of the first, but not the 2nd stimulus checks, for those non-custodial parents with Arrears balances that qualified them for tax-refund intercept.

Total collections were \$135,461,025 (support and arrears), \$82,034,995 of current support was collected,

The pandemic created the opportunity, and the need, for CSS to focus on providing our core services to the families we serve. CSS advances Milwaukee County's strategic goals of creating intentional inclusion, bridging the gap in health disparities, and investing in equity, because we ensure that families and children have the support that they need. By strengthening families and supporting children, we increase the quality of life and health of Milwaukee County residents. CSS also works to reduce barriers for the families we serve, including by adopting and implementing the new Administrative Paternity law, which increases access for low income families to be able to legally recognize their family relationship without the need to originate in a formal and adversarial court proceeding.

Strategic Implementation:

Child Support Services is a performance funded department in which higher performance on child support metrics translates into a greater share of federal funds. Child Support leverages Federal dollars and generates returns on investment for the Milwaukee community; every dollar spent on child support programming brings in an additional \$2 in Federal funding. Likewise, a \$1 cut to child support loses \$2 from the Federal government and multiplies service impacts to families that are low income, with potentially generational negative effect.

DEPARTMENTAL NARRATIVES

PUBLIC SAFETY FUNCTION

4000 — Office of the Sheriff

4300 — House of Correction

4500 — Office of the District Attorney

4800 — Office of Emergency Management

4900 — Medical Examiner



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$51,271,118	\$49,730,211	\$48,199,728	\$51,227,717	\$3,027,989
Operation Costs	\$4,364,975	\$4,703,166	\$7,224,137	\$7,593,954	\$369,817
Debt & Depreciation	\$43	\$0	\$0	\$0	\$ 0
Capital Outlay	\$167,093	\$70,895	\$83,500	\$79,000	(\$4,500)
Interdepartmental. Charges	(\$9,094,637)	(\$21,024,377)	(\$9,651,336)	(\$10,137,499)	(\$486,163)
Total Expenditures	\$46,708,592	\$33,479,895	\$45,856,029	\$48,763,172	\$2,907,143
Revenues					
Direct Revenue	\$6,465,805	\$5,476,167	\$6,480,339	\$4,861,000	(\$1,619,339)
Intergovernmental Revenue	\$5,016,062	\$6,200,581	\$5,791,762	\$7,495,294	\$1,703,532
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$11,481,867	\$11,676,748	\$12,272,101	\$12,356,294	\$84,193
Tax Levy	\$35,226,725	\$21,803,147	\$33,583,928	\$36,406,878	\$2,822,950
Personnel					
Full-Time Pos. (FTE)	708.0	723.0	718.0	712.0	(6.0)
Seasonal/Hourly/Pool \$	\$405,143	\$476,070	\$575,290	\$568,028	(\$7,262)
Overtime \$	\$9,842,692	\$7,797,954	\$3,907,140	\$3,862,033	(\$45,107)

Department Mission:

Milwaukee County's mission is to enhance quality of life through quality public service, with the vision of achieving racial equity and making Milwaukee County the healthiest county in Wisconsin. A constitutional office responsible for law enforcement and pre-trial detention services, the Milwaukee County Sheriff's Office (MCSO) works to foster a strong and safe Milwaukee County, following the guiding principle that "we are held to a higher standard: and we are proud."

Department Description:

MCSO is a full-service law enforcement agency charged with maintaining the peace within Milwaukee County and operating the Milwaukee County Jail. MCSO's responsibilities include the safe and humane operation of the Milwaukee County Jail; providing police services to Milwaukee County's courts, airports, parks, expressways, and major facilities; conducting criminal investigations; effecting arrests and warrants; serving process papers; and extraditing criminals.

MCSO's Police Services Bureau is responsible for patrolling Milwaukee County's grounds, airports, parks and expressways, serving civil and criminal process, and providing security and bailiff services to the Milwaukee County Circuit Court at each of its facilities. The Police Services Bureau also encompasses specialty units including the Special Weapons and Tactics Team (SWAT), the Mobile Response Team (MRT), the Explosive Ordnance Disposal Unit (EOD), the Maritime Unit, the K-9 Unit, and the Motor Unit.

The Detention Services Bureau is responsible for security operations within the Milwaukee County Jail, a high-security detention facility with bed space for 960 persons in custody under non-pandemic public health conditions; the provision of health and human services to persons in custody; certain supporting functions, including property management and the documentation, processing, and entry of detention records; and coordination with municipal partners to facilitate Milwaukee County's centralized arrest and booking process.

The Investigative Services Bureau is responsible for investigating criminal acts occurring within MCSO's patrol jurisdiction; conducting specialized investigations in coordination with federal, state, and municipal agencies and task forces; collecting, analyzing, and acting upon criminal, correctional, and counter-terror intelligence; administering all information management systems supporting MCSO operations, including the Record Management System and Corrections Management Software; conducting inspections of agency field and detention operations; and conducting employment background investigations for MCSO, the Milwaukee Fire and Police Commission, and other county agencies upon request.

Major Changes in FY 2022

The 2022 Budget includes substantial investments in MCSO, including tax levy support. Personal service expenditures increase by about \$3.0 million. This includes:

- Full-year funding for the 2021 salary increase/reclassification plan (DOSAA), funded by tax levy.
- Funding a general 2% increase as of Q2 2022 for eligible employees, funded by tax levy.
- Annual increases for employees covered by the Milwaukee Deputy Sheriff Association bargaining unit, funded by tax levy.
- \$1.5M for premium pay for Correction Officers, funded by American Rescue Plan Act allocations.

Another major change in 2022 is the substantial loss of revenue from the expiration of service contracts at the County Grounds. In 2021, this program area contained 11.0 FTE Deputy Sheriff 1 positions. Instead of abolishing all 11 positions since the funding source no longer exists, the 2022 budget shifts 8.0 FTE to other program areas in the Office of the Sheriff and replaces service revenue with tax levy. This is a significant increase in tax levy support to help address staffing issues in Court services and the current backlog in court cases.

3.0 FTE Deputy Sheriff 1 positions created in file 21-431 are maintained through 2022 and funded by BHD reserve funds. These three positions are temporary positions that may be funded in future years through additional BHD reserve withdrawals, funding inside the tax levy target for MCSO, or may be abolished once the BHD revenue is no longer available.

The 2022 Budget also includes abolishing several lower-level positions to create and fund additional command staff capacity in the Milwaukee County Jail. There is also an investment of \$300,000 to support body cameras for staff in the Milwaukee County Jail.

14.0 Unfunded positions are created in 2022 to provide continuity and facilitate staff transitions in the Deputy Sheriff 1 and Deputy Sheriff Sgt positions. The Department of Human Resources and Office of Strategy, Budget, and Performance are authorized to abolish (upon vacancy) unfunded positions if they are a factor in a personnel or overall deficit in the Office of the Sheriff.

Strategic Program Area 1: Administration and Compliance

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$3,185,672	\$2,607,085	\$1,811,795	\$2,019,638	\$207,843
Revenues	\$283,948	\$82,319	\$279,920	\$304,920	\$25,000
Tax Levy	\$2,901,724	\$2,524,766	\$1,531,875	\$1,714,718	\$182,843
FTE Positions	34.0	37.0	37.0	40.0	3.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Public Records Requests	3,554	1,310	3,600	3,600
Internal Affairs Referrals	239	294	320	345
Community Events	223	95	225	225
Sheriff Sale Transactions	1,382	831	1,000	1,400

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Citizen Complaints	81	72	50	75
Sustained Internal Affairs Investigations	136	218	240	259

Strategic Overview:

This program area includes strategic leadership, day-to-day management, and oversight of all compliance-related operations. The administrative staff provides budget preparation, accounting, fiscal monitoring, accounts payable, and procurement services.

Strategic Implementation:

This program area includes a net increase 3.0 FTE in 2022. 3.0 FTE Deputy Sheriff 1 positions were created in file 21-431 to provide crisis assessment and response services in partnership with Behavioral Health Division clinicians, in line with widely-accepted best practices to avoid institutional outcomes during mental health emergency responses. The Milwaukee County Mental Health Board has allocated reserve funding for these positions.

Additionally, this strategic program area will encompass an additional 1.0 FTE Deputy Sheriff Director position that will provide strategic leadership and operational support to the agency's detention services. Currently, only 1.0 FTE Deputy Sheriff Director position is allocated to this role. This added position will support the existing Deputy Sheriff Director and establish greater parity in executive leadership with the Milwaukee County House of Correction, which has additional

senior leadership positions. All Deputy Sheriff Director positions, regardless of operational assignment, are historically budgeted within 4002.

The following contracts are included in the 2022 budget in lieu of separate review and approval from the County Board during the fiscal year. The majority of the agency's contracts are revenue contracts, either self-sustaining or supporting county and agency operations.

Expense

Amount	Description	Provider
\$2,794,206	Secured Transportation	G4S Secure Solutions (USA) Inc.
\$235,000	Service of Legal Papers	State Process Inc.
\$48,600	Lease of Motorcycles	House of Harley

Revenue

Amount	Description	Provider
\$55,000	Video Visitation Commission	Century Link Inc.
\$400,000	Traffic Mitigation Contract	State of Wisconsin, DOT
\$250,000	Freeway Service Team	State of Wisconsin, DOT
\$202,000	TSA Certified Explosives Detection Canine Teams	TSA
\$85,000	OWI Grant	State of Wisconsin, DOT
\$35,000	BOTS Seatbelt Grant	State of Wisconsin, DOT
\$45,000	BOTS Speed Grant	State of Wisconsin, DOT
\$58,000	HIDTA	Federal Govt. National HIDTA
\$18,649	USM Fugitive Task Force	United States Marshal's Office
\$36,000	FBI Gang Task Force	FBI
\$18,000	Joint Task Force	FBI
\$5,000	Bureau of Alcohol, Tobacco, Firearms & Explosives	ATF
\$2,000	Milwaukee Child Exploitation Human Trafficking Task Force	FBI
\$132,250	Security and Emergency Room Services	Children's Hospital of Wisconsin
\$132,250	Security and Emergency Room Services	Froedtert Memorial Lutheran Hospital

Strategic Program Area 2: Training Academy

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$242,456	(\$920,615)	\$410,150	\$442,100	\$31,950
Revenues	\$196,106	\$312,536	\$410,150	\$442,100	\$31,950
Tax Levy	\$46,350	(\$1,233,151)	\$ 0	\$ 0	\$ 0
FTE Positions	10.0	12.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Correction Officer Recruits Hired	137	84	90	90
Deputy Sheriff Recruits Hired	24	27	60	50
Completed In-Service Training Hours	9,240	10,632	13,440	13,440
LMS Courses Assigned Agencywide	9	19	20	20

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Correction Officer Recruits Certified	23	54	75	24
Deputy Sheriff Recruits Certified	28	38	60	50

Strategic Overview:

This program area reflects all expenses associated with MCSO's Training Services Division and Training Academy, which provide recruit training, firearms training, and in-service training for MCSO personnel in accordance with Wisconsin Law Enforcement Standards Bureau mandates.

Strategic Implementation:

All training academy costs of \$442,100 are crosscharged to other areas of the Sheriff's Office for a net \$0 tax levy in this program area.

Existing funding for MCSO's body camera program is housed within this strategic program area. An increase of \$300,000 is included in the budget to support this program's expansion to the Milwaukee County Jail..

Additionally, the incorporation of innovative e-training curricula into the agency's repertoire of recruit and in-service training opportunities is a key focus. Within the 2022 budget, \$26,800 is included to support the continued implementation of the highly regarded PoliceOne training curriculum.

10.0 unfunded FTE Deputy Sheriff 1 positions are created in 2022 to facilitate the hiring of additional recruits as retiring members transition out of the agency, thereby avoiding reliance on dual-fills..

Strategic Program Area 3: County Jail

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$22,438,421	\$16,978,485	\$21,617,014	\$23,003,791	\$1,386,777
Revenues	\$2,590,232	\$2,728,169	\$2,475,000	\$3,723,782	\$1,248,782
Tax Levy	\$19,848,190	\$14,250,316	\$19,142,014	\$19,280,009	\$137,986
FTE Positions	336.0	338.0	335.0	329.0	(6.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Bookings	30,027	9,946	32,000	32,000
Daily Population	887	739	940	850
Persons in custody per Officer	3.44	2.88	3.66	3.63

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Population Increase or Decrease	-2%	-16.6%	0	0
Uses of Force	205	149	N/A	N/A
Officer Assaulted	45	44	N/A	N/A
Confirmed COVID-19 Cases	0	319	N/A	0
COVID-Vaccinations Administered	0	0	3,000	4,562

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 G4S).

Strategic Implementation:

The 2022 budget realigns staffing in the jail to recognize both the need for additional command staff support and current challenges in recruiting and retaining correction officers. 23.0 FTE vacant Corrections Officer positions are abolished 4.0 FTE vacant Corrections Officer positions are unfunded, while 21.0 FTE Correction Officer Sergeant positions are created. Sergeant positions will serve as team leads and housing unit specialists. These duties are currently performed by Correction Officers or Correction Officer Lieutenants. Creating this additional level of supervision will allow Correction Officer Lieutenants and Correction Officers to concentrate on their core duties. This change is expected to decrease the vacancy rate by offering a higher-level position that Correction Officers can be promoted to.

The 2022 budget also addresses the high vacancy rate of Correction Officers by including a \$3/hour Premium Pay allotment for Correction Officers in the Milwaukee County Jail, House of Correction and Vel R. Phillips Youth & Family Justice Center. The total cost in 2022 for MCSO is \$1.5M, which is offset by \$1.5M of American Rescue Plan Act (ARPA) funding. While the County seeks to minimize the use of ARPA funding for operating costs, recruitment and retention of Correction Officers is a top priority in order to ensure the health and safety of those in the County's care.

To provide persons in custody with fewer barriers to contact with their communities, the 2022 budget reduces phone charge revenue by \$321k and increases tax levy support by \$321k with no change to expenditures. An RFP for phone and video visitation services is expected to be complete by 2022 and the new vendor will provide tablets to persons in custody to further maximize engagement between persons in custody and the broader community.

Strategic Program Area 4: Police Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$5,007,906	\$6,582,797	\$7,994,591	\$8,846,478	\$851,887
Revenues	\$5,534,134	\$5,571,103	\$6,304,992	\$6,411,992	\$107,000
Tax Levy	(\$526,228)	\$1,011,694	\$1,689,599	\$2,434,486	\$744,887
FTE Positions	86.0	86.0	92.0	92.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Traffic Citations	34,206	13,811	32,000	32,000
Calls for Service	56,538	27,603	56,000	56,000
Auto Accidents Reported/Investigated	5,040	1,528	5,000	5,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target

Strategic Overview:

The Patrol Division provides efficient, responsive, and accountable law enforcement services for the 158 miles of federal and state expressways located in Milwaukee County, county parks and parkways, and other county facilities. Tax levy support is provided for state-mandated expressway patrol services through Expressway Policing Aids (EPA) (ss59-84(10)(b)) in the amount of \$1,023,900 and General Transportation Aids (GTA) program (ss86.30) in the amount of \$2,766,092. Milwaukee County is the only county in Wisconsin that is statutorily responsible for patrolling its expressways (ss 59.84(10)(b)). The State Highway Patrol has primary responsibility for expressway enforcement in all other Wisconsin counties.

Strategic Implementation:

Expenses increase \$852k in 2022 to account for increases in salary for Deputy Sheriff positions, which constitute 82.0 of 92.0 FTE in this program area. Revenues increase \$107k mostly due to an increase in freeway service contracts funded by the State of Wisconsin.

3.0 FTE unfunded Deputy Sheriff Sergeant positions are included in the 2022 budget to provide continuity in front-line supervision in the event of retirements or promotions.

Strategic Program Area 5: Court Security

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$7,734,447	\$2,327,824	\$7,485,658	\$8,863,618	\$1,377,960
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$7,734,447	\$2,327,824	\$7,485,658	\$8,863,618	\$1,377,960
FTE Positions	97.0	104.0	97.0	105.0	8.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Number of Bailiff Posts	90	91	91	91
High Risk Moves	1,357	425	870	1,357
Movement of Persons in Custody	11,372	3,170	7,352	11,372
Trouble with Subject	213	76	155	213
Disturbances	55	56	55	55
Arrests	1,727	672	1,233	1,727

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Duress Alarm	82	50	82	0
Elevator Alarm	100	52	102	0
Complex Lockdowns	1	0	0	0

Strategic Overview:

This program area is responsible for providing efficient and accountable protective services to the judiciary, employees, and public who are attending to business in the Milwaukee County Courthouse Complex 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.

2021 budget projections for Activity Data were made by taking year-to-date numbers as of July 2021, then adding half of the actual 2019 numbers due to the reopening of the courts to full capacity by Labor Day.

Strategic Implementation:

The 2022 budget transfers 8.0 FTE Deputy Sheriff 1 positions previously assigned to County Grounds Security (which will be phased out effective April 1) to Court Security to address staffing issues. These 8.0 FTE were previously funded

by revenue from County Grounds users. In 2022 these positions are funded by tax levy, which represents a substantial tax levy investment in MCSO staffing levels.

In addition to court posts, the Courts Division must also staff the Municipal Court in the Criminal Justice Facility (CJF). This position was staffed under the City-County agreement in which the City offered funds to help build the CJF. That agreement was renewed in 2014 and the position continues to be staffed. As the CJF phased out sworn officers, it became necessary for the Courts Division to assume the responsibility of Visiting Control Security. Sworn officers budgeted within the Courts Division are also required to staff both the DA Liaison and Courts Liaison posts. The positions are as follows:

Position	Number of Posts
Municipal Court	1
DA Liaison/Court Liaison	5
Visiting Control Security (24-hour cycle)	3
Total	9

Strategic Program Area 6: Airport Security/K9

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$244,292	\$121,569	(\$52,744)	\$212,000	\$264,744
Revenues	\$187,276	\$206,116	\$217,000	\$212,000	(\$5,000)
Tax Levy	\$57,016	(\$84,547)	(\$269,744)	\$ 0	\$269,744
FTE Positions	55.0	55.0	55.0	55.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Summary Arrests	161	TBD	125	125
Warrant Arrests	68	TBD	68	68
Uniform Traffic Citations	1,097	TBD	1,000	1,000
County Ordinance Citations	180	TBD	170	170
Calls for Service	14,478	TBD	15,000	15,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
N/A - Services Governed by FAA Guidelines				

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 (FAA) security requirements. Officers assigned to the airport work closely with other agencies, businesses located at GMIA, Airport operations, TSA, FAA, airlines, Milwaukee County Fire Department, and numerous independent businesses. All expenditures in this program area are cross-charged to DOT-Airport.

Strategic Implementation:

There are no substantive changes in this program area in the 2022 budget. All expenditures in this program area are charged to DOT-Airport and supported by airline revenues.

Strategic Program Area 7: Investigative Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,573,634	\$914,091	\$2,865,000	\$2,948,061	\$83,061
Revenues	\$26,648	\$88,127	\$85,000	\$85,000	\$ 0
Tax Levy	\$1,546,986	\$825,964	\$2,780,000	\$2,863,061	\$83,061
FTE Positions	14.0	14.0	28.0	28.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Background Checks	541		500	500
Criminal Complaints Issued	4,072		4,000	4,000

Strategic Overview:

This program area is responsible for the diligent and comprehensive investigation of all criminal allegations with a nexus to Milwaukee County operations, properties, and criminal jurisdiction. This includes the investigation of crimes occurring in or associated with the Milwaukee County Jail and House of Correction, Milwaukee County Parks, the expressway system, Milwaukee County facilities, and Milwaukee County property. Additionally, this program area includes assignments to specialized interagency task forces; intelligence collection and analysis; specialized investigative operations; the management of MCSO's information and records administration systems; executive protection; and MCSO's background investigations unit, which performs duties related to MCSO and Milwaukee County employee recruitment.

Strategic Implementation:

1.0 FTE unfunded Deputy Sheriff Sergeant is included in the 2022 budget to ensure the continuity of front-line supervision in the event of retirements or promotions.

Strategic Program Area 8: Civil Process/Warrants

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,689,250	\$739,036	\$1,732,691	\$1,841,328	\$108,637
Revenues	\$917,497	\$463,622	\$912,000	\$912,000	\$ 0
Tax Levy	\$771,753	\$275,414	\$820,691	\$929,328	\$108,637
FTE Positions	18.0	18.0	19.0	19.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Writs of Restitution (Evictions)	3,889	830	3,900	3,900
Writs of Assistance (Foreclosures)	218	53	109	218
Temporary Restraining Orders Received	4,112	1,786	4,500	4,500
Civil Process Papers Served	9,669	3,174	9,600	9,600

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Major Incident Report Filed	N/A	0	0 (3 YTD)	0

Strategic Overview:

This program area executes the service of civil papers in Milwaukee County as required by Wisconsin State Statute 59.27 (4). Civil process papers are time sensitive and need to be executed in accordance with State Statute Chapters 801 & 847 depending on type. Unit responsibilities include, but are not limited to, the service of evictions, foreclosures, replevins, extraditions, temporary restraining orders (TROs), injunctions, subpoenas, small claims, summons, complaints, and mental health commitment papers as well as the transportation of individuals to and from state facilities and other counties for mental health treatment.

Strategic Implementation:

There are no substantive changes to this program area in the 2022 budget. Data pertaining to operations follows:

Civil Process Unit Activity Data			
Activity	2018	2019	2020
Total Number of Writs of Restitution (Eviction)	3,940	3,889	1,933
Total Number of Writs of Assistance (Foreclosure)	252	218	89
Total Number of Replevins & Executions	138	160	74

4000 — OFFICE OF THE SHERIFFDepartment: **Sheriff**UNIT NO. **4000**FUND: **General — 0001**

Total Number of Temporary Restraining Orders	4,333	4,112	3,503
Total Number of Temporary Restraining Orders-Removal	4604	445	249
Total Number of Injunctions	1,606	1,650	1,233
Total Extradition Trips	98	80	47
Total Number of Civil Process Papers Serviced	9,336	9,669	6,072
Total Number of Civil Process Papers Received	18,988	18,695	11,282
% Papers Served versus Received	49%	52%	54%

Strategic Program Area 9: County Grounds Security

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$2,131,160	\$2,328,643	\$1,412,646	(\$0)	(\$1,412,646)
Revenues	\$1,565,988	\$1,979,778	\$1,588,039	\$264,500	(\$1,323,539)
Tax Levy	\$565,172	\$348,865	(\$175,393)	(\$264,500)	(\$89,107)
FTE Positions	11.0	11.0	11.0	0.0	(11.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Calls for Service	4,428	2,189	4,500	

Strategic Overview:

This program area is responsible for the security of the County Grounds and County Zoo and is being phased out due to the expiration of its central revenue source, funding for security at the Milwaukee Regional Medical Center. Expenditures in this program have historically been offset by service charges to users. Costs for patrolling the County Grounds have been reimbursed by County Grounds institutions.

Strategic Implementation:

The contract for providing services at the County Grounds expires in April 2022 and causes a loss in revenue of \$1.0M for MCSO. 3.0 FTE vacant Deputy Sheriff 1 positions are abolished due to the loss of revenue. 8.0 FTE Deputy Sheriff positions are transferred to the Court program area and funded by tax levy. This represents a substantial level of tax levy support for MCSO staffing. This program area will retain all revenues associated with County Grounds security other than fine-and-forfeiture revenue which has been transferred to Police Services.

Strategic Program Area 10: Park/Targeted Enforcement Unit (TEU)

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,395,641	\$795,474	\$0	\$0	\$ 0
Revenues	\$105,133	\$21,246	\$0	\$0	\$ 0
Tax Levy	\$1,290,508	\$774,228	\$ 0	\$ 0	\$ 0
FTE Positions	14.0	15.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
N/A				

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
N/A				

Strategic Overview:

This program area previously provided targeted law enforcement services including patrols of the Milwaukee County Parks and other essential and highly specialized duties as assigned. The Park/TEU Division provided law enforcement services for the 155 urban and suburban parks, parkways, golf courses, and aquatic centers.

Strategic Implementation:

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

Strategic Program Area 11: Specialized Units

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$989,607	\$988,464	\$579,228	\$586,158	\$6,930
Revenues	\$15,001	\$178,008	\$0	\$0	\$ 0
Tax Levy	\$974,606	\$810,456	\$579,228	\$586,158	\$6,930
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
EOD Calls for Service	27	24	25	25

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Explosives Recovered	13	12	15	15
Maritime Citations Issued	3	0	10	20

Strategic Overview:

This program area includes the EOD (Explosive Ordnance Disposal) Unit, Maritime Unit, SWAT (Special Weapons and Tactics) Team, and MRT (Mobile Response Team). As in previous years, this program does not have any dedicated positions and most expenditures are for overtime and commodities.

Strategic Implementation:

There are no substantive changes to this strategic program area in the 2022 budget.

Strategic Program Area 12: High Intensity Drug Trafficking Area (HIDTA)

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$76,106	\$6,795	\$0	\$0	\$ 0
Revenues	\$59,903	\$45,725	\$0	\$0	\$ 0
Tax Levy	\$16,203	(\$38,930)	\$ 0	\$ 0	\$ 0
FTE Positions	2.0	1.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
N/A				

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
N/A				

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 Program Area 13: Building Security

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$0	\$10,247	\$0	(\$0)	\$ 0
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$ 0	\$10,247	\$ 0	\$ 0	\$ 0
FTE Positions	31.0	32.0	32.0	32.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
No activities provided				

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
No Performance Measures Provided				

Strategic Overview:

This program area comprises civilian security staff who control external and internal entrances and exits at the Courthouse and Vel R. Phillips Youth and Family Justice Center. Public Safety Officers (Facilities Worker Security) staff screening stations at the entrances and exits of the complex and ensure a safe environment for all individuals. Costs in this program area are cross charged to other departments that utilize the County Courthouse Complex or the Vel R. Phillips Youth and Family Justice Center.

Strategic Implementation:

There are no substantive changes to this strategic program area in the 2022 budget.

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$19,192,298	\$19,431,846	\$18,957,552	\$21,163,132	\$2,205,580
Operation Costs	\$30,324,468	\$27,695,231	\$30,035,489	\$29,974,378	(\$61,111)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$195,146	\$195,146	\$25,000	\$125,000	\$100,000
Interdepartmental. Charges	\$222,847	(\$4,703,225)	\$155,126	\$332,325	\$177,199
Total Expenditures	\$49,934,759	\$42,618,998	\$49,173,167	\$51,594,835	\$2,421,668
Revenues					
Direct Revenue	\$3,703,845	\$2,280,183	\$3,009,614	\$2,631,614	(\$378,000)
Intergovernmental Revenue	\$2,806,734	\$1,925,269	\$2,576,228	\$4,057,391	\$1,481,163
Indirect Revenue	\$0	\$32	\$0	\$0	\$ 0
Total Revenues	\$6,510,579	\$4,205,484	\$5,585,842	\$6,689,005	\$1,103,163
Tax Levy	\$43,424,180	\$38,413,514	\$43,587,325	\$44,905,830	\$1,318,505
Personnel					
Full-Time Pos. (FTE)	363.0	363.0	359.0	359.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$3,624,112	\$2,388,505	\$1,621,512	\$1,740,835	\$119,323

Department Mission:

The mission of the Milwaukee County House of Correction (HOC) is to provide a safe and secure operation. For those who are in custody and the staff, HOC ensures all persons in our custody are treated with dignity, respect, and given the opportunity and encouragement to reach their full potential. HOC is a supportive resource providing services, labor, and product to help reduce the cost of incarceration and recidivism while minimizing expenses for other County Departments, the public, and non-for-profit entities.

Department Description:

The functions of the HOC are defined in Chapters 302, 303, 304, and 973 of the Wisconsin Statutes. The HOC receives and maintains custody of all those sentenced in Milwaukee County and other jurisdictions as authorized by County ordinance, for periods not to exceed one year per conviction. HOC then releases them upon expiration of sentence, upon orders of the courts, or other recognized authorities. Statutes allow this institution to receive and maintain custody of people awaiting trial (meaning those awaiting adjudication) at the request of the Milwaukee County Sheriff.

For those in custody, the HOC provides:

- Programs of work release (generally called Huber privileges) to allow work, education, and treatment outside of the HOC

- Training programs which provide those in custody self-efficacy in matters such as personal growth, education, work readiness, job training/certification, Alcohol & Other Drug Abuse (AODA), and other types of therapy and treatment
- A program of home detention using electronic monitoring (EM) equipment
- The HOC is one of only twenty correctional facilities in the nation to house a full-service American Job Center which provides employment services within our facility to help those in custody prepare for job search

The HOC also:

- Oversees the medical contract that provides medical, dental, and other necessary services to patients at both the HOC and the Milwaukee County Jail (MCJ)
- Oversees the food services contract that provides meals to those housed at the HOC and MCJ
- Manages the Day Reporting Center (DRC) contract which allows HOC participants and individuals under Deferred Prosecution Agreements to obtain a GED, enhanced education skills, personal growth, job training and services, as well as take part in AODA treatment/services

The HOC is organized into the following program areas: Administration, House of Correction (secure housing units and dormitories), patient Medical and Mental Health, and reentry and restorative Programming.

The Administration Program Area is responsible for the day-to-day functions of the department including finance, accounting, and budgeting. This area consists of:

- Central Administration (Superintendent, Assistant Superintendents, Captains, and Internal Affairs)
- The Business Office (Finance, Budgeting, and Purchasing)
- Resident Accounts (Support Services for those in custody)

The HOC Housing Area oversees the living areas within the facilities. The State of Wisconsin Department of Corrections (DOC) approved rated housing capacity for the HOC is 1,766 -- and consists of: 82 segregation beds/cells, 548 dormitory beds in the North building (ACC-North), 1,136 dormitory beds in the South building (ACC-South), and 90 beds in the Franklin Lotter (FML) building, plus 30 hospital beds. The FML building was renovated in 2020 to be an Alternative Care hospital for COVID positive patients with 30 hospital beds and three dorms that can house 30 each. The HOC program area includes:

- Housing units
- Specialized units (Programs, Training, Emergency response, Transportation)
- The power plant

Patient Medical, Dental, and Mental Health consists of the medical units, dental and psychiatric services. These services are provided through a contract with Wellpath, LLC. This agreement is managed by the Department of Administration-Procurement Division and serves both the MCJ and the HOC, as well as an Alternative Care Facility (ACF) for COVID positive patients across the State.

Programming provides basic education, employment training programs, treatment-based programs and work experience in the HOC's print shop, laundry, and kitchen/bakery, as well as offsite work opportunities. This area offsets some expenses by providing products and services to other departments, the public, and not-for-profit agencies. The DRC expands HOC's role in programming and facilitates effective participation in the DRC treatment options. The HOC continues to implement new programs, evaluate, and review current programming activities, expand the scope and objectives of current activities, as well as search for programming partners and resource options within the Milwaukee community. Currently, this Program Area includes:

- Huber/EM

- Kitchen/Bakery
- Graphics Shop (which supports the entire County and some community non-profit agencies)
- The Day Reporting Center (DRC)
- Benedict Center (Focusing on female participants)

Major Changes in FY 2022:

New Human Service Social Worker Position: 1.0 FTE Human Service Worker is created in 2022 to increase education, literacy rates, math skills, and life skills of residents.

New Housing Division Partnership: Beginning in 2021 and continuing into 2022, the HOC and the Housing Division and House of Correction (HOC) will partner together to provide housing navigation services for residents ahead of their transition back into the community. Currently, no resources exist to assist individuals in finding housing.

New Maintenance Positions: Three (3) new FTE's are created in the maintenance department funded by reducing service contracts that provided maintenance services at a higher cost.

Telephone Revenue: Telephone revenue is reduced by \$378,000 to reflect a goal of decreasing per minute phone rates to residents from the current rate of \$0.21 per minute to \$0.16 per minute rates in the next communications contract currently being negotiated.

Strategic Program Area 1: Administration

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$2,827,831	\$2,255,500	\$2,667,470	\$3,734,530	\$1,067,060
Revenues	\$10,154	\$33,081	\$1,710	\$1,710	\$ 0
Tax Levy	\$2,817,677	\$2,222,419	\$2,665,760	\$3,732,820	\$1,067,060
FTE Positions	39.0	40.0	33.0	42.00	9.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
The HOC is moving to an electronic grievance system which will allow detailed tracking activities related to number of grievances by type, e.g. food.				

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Overtime Hours Worked by Correction Officer per Pay Period	17.64	16.82	<10 hours	< 10 hours
The HOC is developing a measure of total number of grievances submitted to proportion sustained or dismissed.				

Strategic Overview:

The Administrative Program Area of the House of Correction (HOC) oversees the day to day operation and management of the facility including finance and budgeting for the HOC. The Program area also includes the HOC’s Maintenance Department and Resident Accounting, which provides support services to those in custody.

Strategic Implementation:

Expenditures and numbers of full-time equivalent employees (FTEs) change due to staffing adjustments and reassignments, as well as un-funding two vacant positions, and the creation of four (4) FTE's. Three (3) FTE's are in the maintenance department which is funded by reducing service contracts that provided the same service as staff but at a higher cost and one (1) new administrative related position.

Strategic Program Area 2: House of Correction

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$17,825,227	\$13,564,046	\$18,611,245	\$17,233,977	(\$1,377,268)
Revenues	\$4,900,598	\$3,378,018	\$4,243,446	\$5,188,184	\$944,738
Tax Levy	\$12,924,629	\$10,186,028	\$14,367,799	\$12,045,793	(\$2,322,006)
FTE Positions	276.0	302.0	282.0	236.0	(46.0)

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Hours Credited	138,552	123,485	190,000	190,000
The HOC plans to develop measure of proportion of shakedowns that identified and removed illegal contraband.				

Strategic Overview:

This Program Area is responsible for running the day-to-day operation of the actual House of Correction facility, including, but not limited to, dormitories and segregation cells, and the K9 unit. The main focus in this area is to provide a safe and secure environment for residents, staff, and visitors.

Strategic Implementation:

Revenues increase by \$944,738 primarily due to \$1.3 million premium pay revenue funded through the American Rescue Plan Act (ARPA), offset by a reduction in phone charge revenue \$378,000 to provide persons in custody with fewer barriers to contact with their communities. While the County seeks to minimize the use of ARPA funding for operating costs, recruitment and retention of Correction Officers is a top priority in order to ensure the health and safety of those in the County’s care.

Expenditures and numbers of full-time equivalent employees (FTEs) change primarily due to staffing adjustments and reassignments to Strategic Program Areas 1 and 3.

Additional staffing changes includes hiring one (1) Human Service Worker at a salary and social security cost of \$49,152. By providing additional support for residents, the HOC’s goals are to:

1. Increase education, literacy rates, math skills, and life skills of residents
2. Provide needed support to residents to improve their chances once released of not recidivating
3. Support no wrong door, equity, and inclusion

The HOC is also partnering with the Department of Health and Humans Services Housing Division to provide housing navigation services for residents ahead of their transition back into the community. Currently, no resources exist to assist individuals in finding housing. To support this new initiative, one (1) Community Intervention Specialist is created in the Housing Division at a salary and social security cost of \$60,133 that the HOC is funding.

All employees at the HOC who have completed the 56-hour Wisconsin Department of Justice Law Enforcement Standards Board Firearms curriculum and continue to be certified for firearms as outlined by the State of Wisconsin and

4300 — HOUSE OF CORRECTION

Department: **House of Correction**

UNIT NO. **4300**

FUND: **General — 0001**

also have a Commercial Driver's License (CDL), shall receive in addition to salary, a lump sum of five hundred dollars (\$500) the first payroll period in December. Any employee who does not have all the proper certifications for the entire year shall be paid on a prorated basis for the duration of the year.

Strategic Program Area 3: Medical & Mental Health

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$22,165,504	\$20,957,232	\$21,607,489	\$22,138,194	\$530,705
Revenues	\$30,646	\$68,552	\$141,929	\$66,930	(\$74,999)
Tax Levy	\$22,134,858	\$20,888,680	\$21,465,560	\$22,071,264	\$605,704
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Actual	2022 Budget
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of patients participating in formal AODA as a percentage of total population	18 patients per month ave = 1.5%	2 patients per month ave = %	>5%	>5%

Strategic Overview:

The HOC is responsible under state statute for the medical and mental health of those in custody at the HOC. The Sheriff is responsible for those housed within the jail. The medical contract for both the HOC and the County Jail is in the HOC budget. For the County to fulfill the requirements of the Christiansen Consent Decree, the court ordered the County in May of 2013 to enter into a contract with an outside service company to provide medical and mental health services to those in custody. Until the decree is lifted, the courts require a contract provider to supply a specified level of personnel to provide correctional health care services. Wellpath, LLC is the current correctional health care provider.

Strategic Implementation:

Revenues decrease by \$74,999 to better reflect actual historical revenues received and expenditures increase by \$530,705 primarily related to contractual increases with the county’s correctional health care provider.

In 2022, management of the medical contract moves to the Procurement division within the Department of Administrative Services (DAS). The budget for medical services at both the HOC and County Jail remains in the HOC budget.

Strategic Program Area 4: HOC Programming

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$7,116,197	\$5,842,221	\$6,286,963	\$8,488,134	\$2,201,171
Revenues	\$1,569,180	\$725,834	\$1,198,757	\$1,432,181	\$233,424
Tax Levy	\$5,547,017	\$5,116,387	\$5,088,206	\$7,055,953	\$1,967,747
FTE Positions	48.0	22.0	44.0	81.0	37.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Number of participants out on Electronic Monitoring (EM & GPS)	102	729	200	900
Number of participants Reporting to Day Reporting Center	291	54	316	108

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Percentage of Employed Huber	49.60%	75%	60%	60%
Percentage of those Participating in at least one Programming Activity	60%	80%	80%	80%

Strategic Overview:

This program area is responsible for providing participants with opportunities and encouragement to take part in basic education, training, and work experience in the HOC’s graphics shop, laundry, kitchen/bakery, as well as some offsite work activities. The laundry plant continues to charge both the Behavioral Health Division and the Department of Health and Human Services for laundry services provided to their facilities. The HOC also oversees the food service contract for both facilities.

Strategic Implementation:

Increased revenue of \$233,424 is due to premium pay revenue funded through the American Rescue Plan Act (ARPA). Expenditure increases are primarily related to reallocating positions from Program Area 2 as a result of creating a new resident program organization to better track all programing efforts.

An agreement with Milwaukee County and the State of Wisconsin DOC allows those sentenced to the State the ability to receive treatment-based services through the Day Reporting Center (operated by HOC). The program has two tracks; Track #1 reserves up to 20 participants to participate in the Men’s Community Transition Services Center (MCTSC). Track #2 provides the same treatment-based services for up to 24 participants housed within state transitional living programs. This agreement serves to generate revenue for Milwaukee County as well as provide significant reentry resources for those sentenced to state correctional facilities and returning to communities within Milwaukee county,

thereby targeting resources for successful reentry and supporting the vision of making Milwaukee County the healthiest County in the state of Wisconsin.

Measure Highlights:

The HOC continues to assist participants who have offsite work privileges find employment. Based on market research, a benchmark employment rate of 45% of those eligible to work had been set. This was HOC’s goal by 2023. However, the HOC is on track to exceed the goal since current attainment is 75%. Enhanced use of the EM program will allow participants access to mass transit which will increase their ability to obtain and maintain employment and therefore, the goal is increased above the established benchmark. Partnerships with employment focused outcomes have provided tremendous results in providing living wage jobs to Milwaukee County residents during a period of criminal justice involvement to include post release supportive services. All of these participants are members of Milwaukee County communities.

Part of HOC’s mission is also to help participants reach their full potential by participating in programming. HOC’s goal is to have 80% of those in custody take part in at least one programming course.

Continuing Contracts		
Description	Vendor	Amount
Food Service Contract*	ARAMARK Correctional Services, LLC	\$3,100,000
Day Reporting Center	Wisconsin Community Services (WCS)	\$944,244
Electronic Monitoring**	Wisconsin Community Services (WCS)	\$678,558
Reentry Programming	Benedict Center	\$198,045

* Estimated, as the amount is variable based on Average Daily Population / number of meals served.

**Also, variable based on daily number of units deployed.

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2022 Variance
Expenditures					
Personnel Costs	\$8,415,101	\$7,619,187	\$9,014,150	\$9,510,540	\$496,390
Operation Costs	\$3,789,636	\$3,590,134	\$3,732,886	\$3,282,217	(\$450,669)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$63,259	\$2,296	\$0	\$0	\$0
Interdept. Charges	(\$455,712)	(\$428,711)	(\$480,294)	(\$469,962)	\$10,332
Total Expenditures	\$11,812,284	\$10,782,905	\$12,266,742	\$12,322,795	\$56,053
Revenues					
Direct Revenue	\$322,714	\$283,088	\$218,050	\$196,000	(\$15,800)
Intergov Revenue	\$5,536,677	\$5,097,044	\$5,396,571	\$5,250,409	(\$254,493)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$5,859,391	\$5,390,143	\$5,716,702	\$5,446,409	(\$270,293)
Tax Levy	\$5,952,893	\$5,392,762	\$6,550,040	\$6,876,386	\$326,345
Personnel					
Full-Time Pos/ (FTE)	162.0	162.0	164.0	167.0	3.0
Seas/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$232,668	\$131,240	\$229,920	\$195,077	(\$34,843)

Department Mission: The mission of the Milwaukee County District Attorney’s Office (DA) is to promote public peace and safety by just and vigorous prosecution of criminal cases. This office seeks to do impartial justice by ensuring that the guilty are punished and the innocent go free. We strive to protect the health and welfare of children who are victims of child abuse and neglect and to safeguard the rule of law and promote citizens’ participation in law enforcement by treating all persons who come in contact with the criminal justice system with fairness, dignity, and respect. These are our overall objectives:

- Target, investigate, successfully prosecute and incarcerate shooters, other illegal gun offenders, and other violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units.
- Reduce crime and recidivism by coordinating the efforts of the community prosecution, general crimes, and violent crimes units to promote accountability and facilitate investigation and prosecution of violent offenders.

- Maintain a permanent witness protection unit to ensure that crime victims and witnesses who are threatened or intimidated are able to safely appear and testify in court; and that offenders who threaten, intimidate, or harm crime victims and witnesses are successfully prosecuted and punished.
- Encourage increased participation in the criminal justice system by victims and witnesses through a robust victim witness advocacy program.
- Work closely with the courts, the Office of the State Public Defender, Justice Point, treatment professionals and community organizations to maintain a successful diversion and deferred prosecution program for nonviolent offenders with serious substance abuse and mental health treatment needs.
- Continue the successful operation of the Violent Crimes Courts project, which aims to bring homicide and sexual assault cases to trial within 90 to 120 days of the issuance of criminal charges.
- Carry out the mandate of the Marsy’s Law, the constitutional amendment passed by referendum in April 2020 (effective May 4, 2020) which substantially augmented the statutory requirements of the crime victims’ rights bill. The crime victim rights bill itself was originally enacted in response to a 1994 amendment to the Wisconsin Constitution that was effective on April 1, 1998, to ensure that all victims and witnesses of crime are treated with dignity, respect, courtesy, and sensitivity; and that the rights extended to victims and witnesses of crime are honored and protected no less vigorously than the protections afforded criminal defendants.
- Enhance the prosecution of felony drug cases through the Milwaukee High Intensity Drug Trafficking Area (HIDTA), the Milwaukee Metropolitan Drug Enforcement Group (MMDEG), the community prosecution unit, and the violent crimes unit by targeting, investigating, and prosecuting major drug dealers; ridding neighborhoods of drug dealers and nuisance properties; and continuing the successful operation of the Speedy Trial Drug Courts project, which aims to bring drug cases to trial within 120 days of the issuance of criminal charges.
- Continue the successful operation of the state Division of Milwaukee Child Protective Services of the Termination of Parental Rights (TPR) Speedy Resolution project at the Vel Phillips Juvenile Justice Center, to ensure that children do not languish in substitute care for years without realistic prospect of a return home or adoption by a loving family.

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS - FILINGS				
Workload Statistics	2018	2019	2020	2019/20 Change
<i>Felony</i>	5,997	5,534	4,419	-1,115
<i>Misdemeanor</i>	4,451	4,294	2,476	-1,818
<i>Criminal Traffic</i>	2,296	2,270	884	-1,386
<i>Children in Need of Protective Services (CHIPS)</i>	1,114	1,014	816	-198
<i>Juvenile Delinquency</i>	965	895	711	-184
<i>TPR (Termination of Parental Rights)</i>	290	252	284	32

Source: Clerk of Circuit Court/Register in Probate-Statistics Report for January thru December 2020

Department Description:***District Attorney***

The District Attorney is responsible for the planning and organization of prosecutions in all criminal and juvenile offenses, and in applicable ordinance violations in Milwaukee County. The DA recruits and staffs all professional positions and makes major assignments relative to both personnel and cases. The District Attorney oversees all department activities and sets all departmental policies and procedures.

Chief Deputy District Attorney

The Chief Deputy District Attorney (CDDA) supervises all division functions and oversees the implementation of departmental policies and procedures. The CDDA serves as a liaison with other county officials and departments; city, state, federal officials, law enforcement agencies; and community groups. The CDDA works with the state legislature in regard to the initiation and review of proposals for legislative changes related to criminal and juvenile law. The Chief Deputy supervises the homicide and public integrity units, the Deputy District Attorneys (DDAs), and other office supervisors. Together with the Deputy District Attorney of Administration, the CDDA reviews and approves the extradition of defendants and uncooperative witnesses from other states in felony cases in Milwaukee County.

Deputy District Attorneys

Deputy District Attorneys are assigned to supervise or oversee the office's units or departments. Depending on the assignment, they directly supervise legal and support staff; carry a caseload in court; assist in higher level investigations; work on budgeting, personnel, and grant matters; represent the office in law enforcement and community-based initiatives; and assist the CDDA as required.

General Crimes, Community Prosecution and Early Intervention Units

Under the supervision of the General Crimes DDA, the Community Prosecution, General Crimes and Early Intervention Units of the District Attorney's Office handle the bulk of criminal referrals to the District Attorney's Office.

Attorneys assigned to the General Crimes Unit ("GCU") review all referrals for prosecution which are not otherwise directed to a specialty unit (approximately 15,000 cases per year), and prosecute all general felony, misdemeanor and applicable ordinance violations in the nine general felony and misdemeanor courts in Milwaukee County staff. This involves handling court appearances, ensuring discovery is acquired and disseminated in a timely manner, presenting evidence, arguing motions, negotiating case resolution, and conducting jury trials and court trials. Presently, twenty-six state general purpose revenue funded Assistant District Attorneys staff five general felony courts and four general misdemeanor courts in Milwaukee County circuit court. They work closely with the attorneys in the Early Intervention Unit and the Community Prosecution Unit to seek alternatives to prosecution and incarceration where such can be done consistent with public safety; they strive to ensure application of uniform disposition policies in general felony, misdemeanor, and ordinance cases; and they seek to develop and maintain systems which ensure the highest quality of prosecution and speedy disposition of these cases.

The Community Prosecution Unit ("CPU") currently consists of 6 Assistant District Attorneys who work from Milwaukee Police Department ("MPD") Districts 1 through 7 and the West Allis Police Department. They are funded through a combination of grant funding through the City of Milwaukee Community Development Block program and the Milwaukee County Byrne-JAG Local grant. Additionally, one Assistant District Attorney serves 7 identified neighborhoods in the near west side of Milwaukee. This Community Prosecutor is funded by a non-profit organization, the Near West Side Partners, Inc. The attorneys assigned to CPU work closely with local community groups and district officers to identify and abate neighborhood specific matters, relating to both criminal and nuisance issues. They handle a limited caseload in court, focused on the worst and most chronic offenders in their geographic areas, and they coordinate with Assistant District Attorneys in both GCU and Early Intervention to direct offenders into the appropriate referral stream, either to conventional prosecution or Early Intervention resources.

Five assistant district attorneys are assigned to the Early Intervention Unit ("EI"). Three (2 funded by grants from the MacArthur Foundation, and one funded by state general purpose revenue) screen and identify case referrals of

nonviolent offenders whose criminal risk can be safely managed with community-based programs in the Milwaukee County Diversion, Deferred Prosecution Agreement (“DPA”), Drug Treatment Court (“DTC”), or Veterans’ Treatment Initiative (“VTI”) programs. Two full time Assistant District Attorneys funded through state general purpose revenue staff the Early Intervention Court. In 2017, the office assigned an existing DA Investigator position to the DTC and VTI programs, partnering with a Milwaukee police officer to provide dedicated law enforcement services to defendants in those courts, in order to enhance the success of alternatives to incarceration in those programs. This investigator is involved in all phases of the program, including initial screening of defendants, home visits, ongoing monitoring and compliance investigation as needed, and apprehension of defendants who fail to comply.

Violent Crimes Division

The Violent Crimes Division is comprised of four units which staff eight specialized criminal courts.

The Homicide Unit prosecutes in the four homicide / sensitive crimes courts. There are generally 110 to 120 homicides cases pending at any given time. The five attorneys assigned to the unit carry an average caseload of 20 to 25 homicide cases, in addition to other cases which are related to homicides, such as aiding a felon and witness intimidation. The aggravated nature of the cases, and the intensity of the investigations and prosecution, requires a cohesive, highly trained, and experienced team of attorneys and victim witness staff.

The Gun Unit handles all non-fatal felony level shooting offenses in the specialty gun court. The unit is staffed by four assistant district attorneys, two assistant attorney generals assigned by the Wisconsin Department of Justice, and three victim witness specialists, two of whom are grant funded through federal grants. Those two grant positions— are funded under the Project Safe Neighborhood (PSN) 2018 grant and an Operation Legend grant, respectively— are community victim witness specialists, who work out of both the DA’s Office and the Milwaukee Police Department, in order to provide more immediate access to, and more robust, victim services. With the support of the victim witness specialists, the 6 unit attorneys review and prosecute felony level cases involving the discharge of a gun, and associated matters such as witness intimidation. In addition, two Assistant District Attorneys funded by a 2019 PSN grant are assigned to the Gun Unit to review referrals involving gang/crew activity and Felon in Possession of a Firearm Referrals where the offense occurs in one of 6 neighborhoods identified by MPD as seeing the highest amount of firearms-related violence in the city. These “PSN ADAs” are cross-designated as Special Assistant United States Attorneys for the Eastern District, to facilitate the referral of appropriate offenders for federal prosecution, when that venue is most appropriate. The grant funding for those positions is expected to run out later this year; one or both of the positions will be re-created through PSN 2020 grant funds, as grant-funded Gun Unit team members, who will focus on non-fatal shootings and gang/crew activity. Certain issues—including unique evidence such as NIBIN and ShotSpotter data, and witness intimidation—are regularly attendant to shooting cases. By focusing on these cases in a collocated setting, the Gun Unit attorneys develop the expertise to meet those issues as they arise.

Attorneys in the Drug Unit review all felony drug cases, including drug trafficking and opioid / methamphetamine possession cases, for referral to treatment programming or prosecution in the two speedy trial drug courts. The 7 assistant district attorneys in the Drug Unit, assisted by an EI attorney assigned there, use a bifurcated strategy to address the issues of drug use and trafficking: demand reduction, on one hand; and enforcement, on the other. Because of the role substance abuse and addiction play in drug-related activity, drug unit prosecutors screen all possession and low-level trafficking referrals for redirection into EI programming, which takes the form of pre-charge diversions into treatment, deferred prosecutions agreements, or more intensive supervision in the Drug Treatment Court. In 2019, over 300 Drug Unit defendants were referred to EI programming; and almost 350 completed programming with a compliance rate of 74. Individuals who are not suitable for, or who decline early intervention programming are prosecuted in the speedy trial drug courts, where the attorneys in the unit negotiate cases, engage in significant amounts of 4th amendment litigation, and conduct jury and court trials. Maintaining a specific unit dedicated to all felony drug cases promotes consistency in charging and case resolution, allows for a greater focus on referrals to early intervention programming, and enhances expertise in 4th amendment issues. The Drug Unit Team Captain is currently responsible for reviewing and prosecuting Len Bias homicides; she has been recognized for her work on both the state and national level.

The 3 attorneys in the High Intensity Drug Trafficking Area (HIDTA) Unit are responsible for disrupting and

dismantling drug trafficking organizations (DTOs) and for prosecuting high level traffickers and violent criminal gang members in any of the criminal courts in Milwaukee County. The HIDTA prosecutors focus on some of the most serious and violent offenders in Milwaukee County. HIDTA prosecutors are co-located both in the District Attorney's Office and at the HIDTA building, located on Michigan Avenue. Having a unit of attorneys collocated in both spaces provides officers ready access to legal assistance during investigations which ensures more informed, more directed, and, ultimately, more successful, prosecutions, as well as better coordination of referrals for federal prosecution when that venue is more appropriate given the criminal conduct, the suspect's background, and the available criminal penalties.

The attorneys in each area of the Violent Crimes Division work closely with federal, state, and local officers, and draft, review, and approve applications for search warrants, subpoenas for records, wiretap orders, and electronic surveillance orders, in support of criminal investigations. The prosecutors in the Division also participate in local and national crime reduction initiatives, including the Public Safety Partnership (PSP), PSN, the NIBIN Task Force, the Homicide Review Commission, VR-PHAST and OD-PHAST, overdose death reviews, and the Milwaukee Police Department's shooting reviews.

Ten of the 21 assistant district attorneys in the Violent Crimes Division are funded by federal or state grants. All of the Homicide and Gun Unit ADAs are funded through GPR revenue. Four of the 7 ADAs in the Drug Unit are funded by a Byrne Jag grant; a fifth, who focuses on non-fatal overdose and demand reduction strategies, is funded by a federal Innovative Prosecution Solutions (IPS) grant. In 2019 (effective in 2020), the HIDTA grant was reduced, eliminating funding for the Drug Unit ADA and the Early Intervention specialist. In 2020 (effective in 2021) the HIDTA grant was reduced by an additional position. When the grant funding for the IPS position runs out (currently projected to occur in September of this year), that position also will be eliminated. These reductions have created a negative effect on every aspect of the unit's operations, including the office's demand reduction strategy.

Sensitive Crimes Division

The Sensitive Crimes Division of the Milwaukee County District Attorney's Office is comprised of the Sensitive Crimes Unit, the Sexually Violent Persons (Chapter 980) Unit, the Child Protection & Advocacy Unit, and the Domestic Violence Unit.

The Sensitive Crimes Unit consists of six assistant district attorneys and seven victim advocates who provide a coordinated response to the review and prosecution of sexual assault, human trafficking, possession and distribution of child pornography, invasion of privacy, sextortion, and other related offenses. The assistant district attorneys and advocates in the Sensitive Crimes Unit follow Milwaukee County's Joint Protocol on the investigation and prosecution of sensitive crimes, and all members of the unit have specialized training and experience in handling very complex cases using a trauma informed approach that seeks to hold offenders accountable while simultaneously protecting victims from further victimization. In addition, an assistant district attorney funded through the Wisconsin Department of Justice, handles sensitive crimes cases and serves as a statewide resource on DNA evidence, providing training and support to law enforcement and fellow prosecutors on the use and interpretation of DNA evidence in court.

Human Trafficking cases are among the most complex cases to investigate and prosecute. Significantly, the Sensitive Crimes Unit has never lost a human trafficking case at trial, and the team's approach to Human Trafficking has led to some of Milwaukee County's most dangerous offenders being removed from our community.

The Sexually Violent Persons (Chapter 980) Unit handles civil commitments for individuals who are deemed to be sexually violent persons under Wisconsin law. To qualify as a sexually violent person, an individual has typically been convicted of a sexually violent offense and has been found to suffer from a mental disorder that makes it more likely than not that the person will engage in future act(s) of sexual violence. The Sexually Violent Persons Unit is comprised of two assistant district attorneys and a paralegal who, together perform the critical function of reviewing and filing petitions when appropriate to civilly commit an individual deemed to pose a continued risk to commit a sexually violent offense against members of the community.

The Child Protection and Advocacy Unit (CPAU) handles the review and prosecution of caregiver child abuse and child neglect cases. District Attorney John Chisholm formed the Child Protection and Advocacy Unit in 2008 to

provide a greater focus on the protection of child victims and to hold those who abuse or neglect children to a higher level of accountability. CPAU is comprised of three assistant district attorneys and two victim advocates. The assistant district attorneys in CPAU prosecute cases involving Milwaukee County's most vulnerable members, child victims. Their cases are complex child abuse and neglect cases including abusive head trauma (formerly shaken baby syndrome), inflicted burn injuries, severe child neglect, including child malnutrition, and serial child torture cases.

Finally, the Domestic Violence Unit is comprised of ten assistant district attorneys and eight victim advocates who provide a coordinated, victim-centered approach to the review and prosecution of intimate partner domestic violence referrals. Milwaukee is home to the Sojourner Family Peace Center. The Sojourner Family Peace Center is one of the largest family peace centers in the nation, housing a shelter for women and child victims, as well as providing a central location for a number of victim service providers, the Milwaukee Police Sensitive Crimes Unit, Children's Hospital of Wisconsin's Child Advocacy Unit, and the Milwaukee County District Attorney's Office Domestic Violence Unit.

The Domestic Violence Unit reviews all intimate partner domestic violence cases at the Sojourner Family Peace Center, allowing the prosecutor and a victim advocate to meet with the victim at a safe location. Since co-locating at the Sojourner Family Peace Center, there has been an increase in victim participation in charging conferences. From 2015 to 2016, there was a 17% increase in victim appearance and participation. In 2017, 2,504 victims appeared for charging conferences, a 20% increase over 2016. In 2018 a total of 2,521 victims appeared for charging conferences, and in 2019, 2,664 victims appeared. The annual increase in victim participation at the Peace Center is substantial. In addition to the work done within the Sensitive Crimes Division, members of the Sensitive Crimes Division represent the Milwaukee County District Attorney's Office at: Milwaukee's Child Abuse Review Team meetings; Milwaukee Child Abuse Multidisciplinary Response Team meetings (Child Abuse MDT meetings); Milwaukee's Sexual Assault Review Team meetings; Milwaukee's Sexual Assault (M-SAR) case review meetings; Milwaukee Commission on Domestic Violence and Sexual Assault meetings; Milwaukee County Domestic Violence High Risk Team meetings, (DV-HRT); and Milwaukee County Child Death review meetings.

Juvenile Division

The District Attorney's Office represents the interests of the public in all child welfare cases in Milwaukee County. These cases involve some of our most vulnerable and at-risk citizens. It is our responsibility to assure, once the Division of Milwaukee Child Protective Services ("DMCPS") becomes involved with a family and makes a referral to us that these children are kept safe. This is a large task: Milwaukee County handles approximately 1/3 of all child welfare cases in the State of Wisconsin. The District Attorney's Office reviews Child in Need of Protection or Services ("CHIPS") and TPR referrals. We have a contract with the State of Wisconsin which covers the cost of our entire TPR unit. The State and County, however, are required to match that cost with their own funds, through both ADA and support staff payroll that can be used only for child welfare purposes. Thus, every member of our child welfare teams is either in a contract funded or "match" position, including the support staff and paralegals. Child Welfare cases are complex and lengthy, and they do not end upon a finding that a child is in need of protection or services. Rather, litigation is ongoing. Matters related to placement of children, permanency planning, revision and extension requests are frequently contested. Case review and issuance are time-sensitive: every case at the Vel Phillips Youth and Family Justice Center has a statutory time limit. As petitioners, extensive clerical and paralegal support is needed to ensure that proper parties are noticed, depositions are scheduled, court of appeals briefs are assembled and mailed, timelines are met, and cases are processed appropriately. The Division also handles all of its own appeals on child welfare cases.

The Juvenile Division also represents the interests of the public in all juvenile delinquency matters, which are time-sensitive and subject to jurisdictional time limits. When juveniles are held in custody, referrals must be reviewed within 24 hours. When a juvenile is not detained, the Division must process the referral within 20 days. The Division also reviews and approves as appropriate all informal resolutions in juvenile delinquency cases. The division reviews and petitions for waiver into adult court as necessary, handle reverse waiver matters and make determinations as to the appropriateness of a serious juvenile offender designation. Similar to child welfare cases, juvenile delinquency matters remain open long after an adjudication, as issues regarding placement, compliance with court orders and

extensions continue to be litigated. The division also handles all delinquency appeals.

In addition, the Juvenile Division conducts continuing education and training for law enforcement and social welfare partners, citizens (including foster parents) and civic groups in Milwaukee County on changes in juvenile/child welfare law, best practices, the joint protocol on child maltreatment, witness preparedness and Chapters 48 and 938. The division also directs the victim/witness services at Vel Phillips Youth and Family Justice Center, including witness notification and subpoena functions.

Note:

All Assistant District Attorneys in the criminal division are responsible for staffing the two intake courts in Milwaukee County: the Out-of-Custody Intake Court (OCCR), which is open weekday afternoons, and the In-Custody Intake Court (ICR), which operates 7 days per week. Because statutory and constitutional mandates require that certain referrals be processed within established time-limits, all Assistant District Attorneys, in both the criminal and juvenile division, review cases on Saturday and Sunday, on a rotating basis. All Assistant District Attorneys, regardless of assignment, are also required to be on call to law enforcement, 24 hours per day, on a rotating basis, to assist with legal process and provide legal advice as required.

Victim/Witness Division

The Milwaukee County District Attorney's Office Victim Witness Assistance Program provides crime victim services to Milwaukee County. The county encompasses 19 law enforcement jurisdictions and an estimated population of 945,726 (U.S. Census Bureau, July 2019). Wisconsin State Statutes chapter 950 mandates the provision of services for victims and witnesses of crime.

Marsy's Law, Wisconsin's Victims of Crime Constitutional Amendment, became effective May 4, 2020. The amendment modified the definition of a victim, identified 16 constitutional rights given to victims, and provides the victim the ability to enforce their rights in court. The amendment guarantees victims' rights at the time of victimization and establishes a continuity of victim rights and timely notification throughout the criminal justice process. These rights are in addition to rights afforded by Wisconsin State Statute 950. Of immediate impact to the DA's Office was the victims' right to timely notification of all proceedings and the right to attend all proceedings and be heard if their rights are implicated, including: release, scheduling, plea, sentencing, disposition, parole, revocation, expungement, or pardon hearings. The assignment of victim witness advocates to the charging conferences is critical to ensure the victims' right to timely notification and the right to attend hearings is met.

This budget funds forty-four victim witness positions. Thirty-four victim witness advocates, one bilingual victim witness advocate, four sensitive crimes victim advocates, four victim witness supervisors, and one director are authorized in this budget. They provide crisis intervention and specialized victim services to victims in criminal and juvenile cases. Our Victim Witness Services Division is supported in part by federal and state funding. Eight victim witness advocate positions are partially (approximately 60%) funded through a federal Victims of Crime Act (VOCA) grant. Twenty-nine are partially funded (approximately 35%) through the Wisconsin Department of Justice chapter 950 Program. One position is funded by the Project Safe Neighborhoods (2018) grant. One position is funded by the Operation Legend (2020) grant. Five positions are funded by the Milwaukee County tax levy.

Services are provided in person (in office and in the community), over the phone, and through correspondence. Victims and witnesses are informed of their constitutional and statutory rights and they are informed on the criminal justice process generally. They are given assistance with Crime Victim Compensation applications and other forms for financial reimbursement or other support. The division informs them on case status and hearing dates. In the courthouse complex, attended waiting rooms are available for victim and witness use. Indeed, victim witness advocates accompany citizens to hearings and related meetings. Other services, based on the needs of the victim or witness, are also routinely provided on an individual basis.

The victim witness advocates attend to many victims from underserved and vulnerable population groups. These include: abused and/or neglected children; sexually abused children; domestic violence victims; sexually abused adults some of whom were also sexually abused as children; families of homicide victims; elder abuse victims; and

thousands of victims of other violent and non-violent crimes.

Victims often present with comprehensive problems (homelessness, mental illness, poverty, criminal cases of their own, language barriers, AODA issues, medical problems, multiple children, teen mothers, lack of education, and hunger). Most of these victims require extensive attention and services and multiple advocates to assist them. Written communication is not always an option due to comprehension limitations, the transient nature of their existence, fear, and other barriers. In-person communication and referral to resources and follow up is critical.

Twenty-two FTE clerical staff authorized in this budget provide essential, basic support for the daily operation of the Victim Witness Services Division. Clerical staff provided receptionist services in five units, processed subpoenas in court cases and sent thousands of notification letters to victims and witnesses to keep them informed on their case status and resources available.

Investigations Division

The investigations division is headed by the Chief Investigator, who supervises district attorney investigators and intelligence analysts. The division is divided into the Maurice V. Pulley Jr. Witness Protection Program and the Special Investigations Unit. Each unit is supervised by a Deputy Chief Investigator.

The division investigates victim/witness intimidation, police shootings of civilians, deaths in police custody, public corruption, major multi-jurisdictional crimes, elder abuse, white collar crimes and industrial deaths and injuries. In addition, they provide post-charging investigation on major crimes for the prosecutors and maintain office security.

Maurice V. Pulley Jr. Witness Protection Program

The witness protection program consists of one Deputy Chief, seven Investigators, two full-time Intelligence Analysts and three hourly Administrative Interns. The witness protection program works to ensure that victims and witnesses in all cases are able to safely appear at all court proceedings related to their case, and to be safe and secure when outside court. Unlike traditional victim/ witness protection programs, the focus is on the enforcement and prosecution of offenders. In 2019, the witness protection unit handled 348 case referrals, 55% of which involved domestic violence. The unit made 56 arrests related to witness intimidation. When a case is charged or about to be charged and there is suspicion of victim/witness intimidation, either the prosecutors or the investigative agencies who originated the complaint will request an investigation by the witness protection program. Without this valuable resource, many cases would become untenable for prosecution.

Child Support Enforcement

Two investigators provide direct law enforcement / investigative support to the Department of Child Support Services and to the Child Support Enforcement Assistant District Attorney. The overall goal of child support enforcement, whether civil or criminal in nature, is to obtain compliance with court-ordered child support in order to provide for children and reduce the economic burden on social services. This initiative began in 2014 and will continue into 2022.

Special Investigations Unit

The special investigations unit consists of one Deputy Chief, seven Investigators and an Intelligence Analyst. Two of the seven investigators are assigned to the F.B.I. Violent Crimes Taskforce and one is assigned to the Veterans Treatment Court / Drug Treatment Court Initiative. The special investigations unit has the capability to perform criminal intelligence analysis and forensic computer and cell phone analysis in support of investigations and charged criminal cases.

F.B.I. Violent Crimes Taskforce

The Special Investigations Unit has maintained its relationship with the F.B.I. Violent Crimes Task Force which specifically targets serial armed robbery suspects, bank robbery suspects and carjacking's throughout

Milwaukee County. The relationship with the Milwaukee Police Department's Special Investigations Division has solidified, and our investigators attend daily briefings to ensure the transmittal of the most current intelligence within the investigations unit. This work supports multi-agency investigations throughout Milwaukee County by providing investigative case management, resources and support to law enforcement partners throughout Milwaukee County. Moreover, the unit remains a resource for local departments to augment investigative capability when confronted with increases in violent criminal acts.

Veterans' Treatment Court / Drug Treatment Court Initiative

The District Attorney's Office continues its partnership with the Milwaukee Police Department in providing law enforcement support for Veteran's Treatment Court and Drug Treatment Court. The Milwaukee Police Department provides an officer and the District Attorney's Office provides an investigator for these programs. Since the opioid epidemic is a countywide issue, this partnership allows coverage for all Milwaukee County defendants. Home visits are conducted and defendants are arrested for violating the terms of the program. When arrested, defendants are returned to court to assess their further involvement in the program.

Process Servers/Process Investigators

In July 2021, the existing three part-time Process Servers were transferred from the Victim Witness Division to the Investigator Division. The remaining seven Process Server positions were eliminated and six part-time Process Investigator positions were created. These Process Investigators are hourly sworn law enforcement personnel. Their principal duty is to serve criminal trial subpoenas on witnesses who are either unresponsive to mailed subpoenas or who are overtly uncooperative, frequently in our most aggravated cases

Administrative Division

The administrative division manages the fiscal, personnel and record management functions of the District Attorney's office. It is responsible for assembling the state and county budgets. The division develops and coordinates grants and revenues, and it controls the department's expenditure of funds. The division also serves a procurement function, utilizing county purchasing and inventory systems. The administrative section handles personnel related matters for both county and state employees. This includes organizing, staffing, directing and coordinating the clerical functions of the department. It serves as the chief point of contact with the county Departments of Administrative Services and Human Resources. Likewise, this section serves as the main contact for the state Department of Administration and the State Prosecutors Office. The administrative section also supervises record management and responds to public records requests. Generally, it is this division that is responsible for maintaining liaison with the administrative and fiscal personnel of other related governmental agencies, including the State of Wisconsin, the County of Milwaukee, and local law enforcement agencies.

Information Technology Division

The District Attorney's Office is part of the statewide district attorney computer network. The Information Technology division manages the District Attorney's computer network at multiple locations, i.e., within the courthouse complex, at the Vel Phillips Juvenile Justice Center and at the Sojourner Family Peace Center.

This Division manages the database and user accounts for Protect, the State DA case management system. It manages the Pro-Phoenix law enforcement report management software and database and the district attorney connections to the county Web Focus, Justice, Advantage, and BRASS applications. It provides data and statistics to requestors, including partner agencies and research groups, and provides training to legal and county staff in office computer applications. The Division supports prosecutors by setting up courtroom presentation equipment and by preparing trial exhibits, including audio and other digitally based exhibits; and supports law enforcement partners in the electronic transfer of criminal case data. Most significantly, however, the IT Division has become responsible for the managing digital referrals for prosecution, and for the acquisition, storage, and dissemination of digital discovery in criminal cases.

The Division consists of eleven authorized full-time positions: a Network Manager, two Network Technical Specialists, a Database Assistant, a Management Assistant, a Paralegal, two Secretarial Assistants, and three Clerical Assistant 1 positions. An hourly intern position is also assigned to the Division. The Division is assisted, full-time, by five full-time paralegals and one part-time paralegal who are assigned to different divisions, as well as part-time by another paralegal.

These different positions have different functions in regard to information technology in the DA's office. In the broadest sense, they divide into areas primarily responsible for the hardware IT function (managing the actual equipment and its proper function) and the applications IT function (managing the case management system and supporting the digital discovery function of the office).

With respect to the hardware function, the Network Manager and Technical Specialists provide what is best described as operational support for the office. Principally their function relates to the maintenance of the various IT hardware systems in the office such as the computers and the network. They also support the proper functioning of the business applications that run on the computer system. In this regard, the DA's Office primarily uses Microsoft Office, Adobe Acrobat and Outlook. The staff also are responsible for handling courtroom presentation equipment and preparing trial exhibits, including audio and other digitally based exhibits.

With respect to the applications function, the Database Assistant is chiefly responsible for the management of the DA's case management system known as PROTECT. She supervises all office functions directly and indirectly related to PROTECT. This includes the processing referrals of electronic reports and digital evidence received from law enforcement agencies and the office's criminal discovery function. The discovery function is a statutorily mandated process whereby investigative reports and other evidence is received by our office and then relayed to a criminal defense lawyer for his or her review in connection with the defense of the client.

The office's "IT Discovery Team" consists of the Database Assistant, the Management Assistant, the paralegal, the two Secretarial Assistants and the three Clerical Assistants. As cases are referred for prosecution, they receive and process digital discovery and electronic police investigative reports. They download and extract such data, identify what unit and team it belongs to (e.g., the Domestic Violence Unit), then upload it into folders they create on the DA network drive. Clerical Assistants organize the folders, and rename the digital material stored there. Paralegals – assigned to other divisions – review the material which has been received, and in consultation with the attorney assigned to the case, identify missing or new material. The paralegals monitor the requests for that additional material; when it is delivered, the paralegals uploads it into the appropriate digital folder. When the available discovery is assembled, the liaisons notify the IT discovery Team, which will send it out to the defense attorney and move the folder to a server for long term storage. Clerical Assistants will move folders associated with no processed cases to the server for long term storage.

This process, although straight-forward, is incredibly complex and time-consuming for a variety of reasons. First, referring agencies send discovery to the office on a variety of digital formats and platforms. Second, the time involved in downloading, extracting, and uploading data is significantly greater than would be necessary to file paper records and/or CDs which were historically delivered to us by law enforcement agencies. Third, when acquired, digital discovery is generally not labeled in a convention which makes its contents readily apparent. For example, an agency may send 14 body camera videos, 2 surveillance videos, and 6 videos from squad cars. Nothing in the name of the record, when received will identify its contents in any meaningful way. The paralegal needs to review each item, attempt to connect it to the appropriate case, and rename and save it accordingly.

Notwithstanding those difficulties, the transition to digital discovery is, and has been, essential. Over the past few years, several suburban law enforcement agencies have moved to an "e-referral" process, by which digital transmission of referrals and discovery is the only method of transmittal. With the onset of the pandemic in the first quarter of last year, there was an immediate (and unforeseen) shift to a digital referral by all law enforcement agencies. Third, the District Attorney's Office has moved to a paperless system, following the lead of the courts. There is no longer a paper file in which to store CDs, DVDs, or paper reports; everything must be converted to and stored in digital format, in PROTECT or on a network drive. And, due in large degree to the pandemic and the need for working remotely, all discovery in all criminal cases is received, stored, and disseminated electronically.

The benefits of digital discovery are also significant. Providing discovery to the defense in a timely fashion is a due process obligation under the State and federal constitutions; transmission of digital discovery can be done within minutes of a request, without the need for person-to-person contact. Requests for and dissemination of digital discovery material leave an audit trail, so that assistant district attorneys in court can immediately determine what material has been sent, by whom, to whom, and when. Certain formats also provide an additional level of audit, permitting the IT Discovery Team to determine not only whether the material was received by the defense, but also whether it was accessed. Additionally, there is some cost saving, as the Department will no longer purchase CDs and DVDs for copying body camera video, surveillance video, squad video and other digital evidence for the defense. Moreover, the centralized storage of all discovery in a digital format on a server preserves it in an accessible, non-degradable format, so it remains available consistent with statutory public records retention requirements. Most importantly, digital discovery stored in a centralized location is accessible from any location by anyone who access to the DA network. That permits attorneys and staff to work from remote locations when unforeseen circumstances – such as a pandemic – arise.

The transition to digital referrals and digital discovery has resulted in an immense increase in the workload of the IT Division and the paralegals which support it. PROTECT data reflects that the District Attorney’s Office received over 27,000 referrals for prosecution in the criminal division in 2020; at least 22,000 of those came digitally, after the pandemic was declared. CCAP data reflects that the District Attorney’s Office filed over 9,800 cases in the criminal division in 2020; all of them involved digital discovery. As a result of the increase, the District Attorney’s budget includes funding for two new paralegal positions, who will be assigned to support the IT Division in the digital referral / digital discovery process.

State Prosecutors with County Fringe Benefits

The District Attorney’s budget includes 3 FTE prosecutors on the state payroll that retained county fringe benefits when District Attorneys became state employees on January 1, 1990. The budget reflects the state reimbursement for the actual county cost of fringe benefits provided to the 3 FTE prosecutors. Wis. Stat. §§ 978.12(5)&(6) provides that state reimbursement must be based on actual county fringe benefits’ costs or comparable state costs, whichever is less.

Charges from the State

The State charges Milwaukee County on a quarterly basis for the salaries and fringe benefits of any grant-funded Assistant District Attorney (“ADA”). The State pays the salaries and fringe benefits on a biweekly basis. The ADA expenses for salaries and fringe benefits are posted to account 6090 and are offset with state and federal grant revenue to accounts 2299 and 2699, respectively.

Charges from the State	2021 Budget	2022 Budget	2021/2022 Variance
Byrne JAG - DAS	\$383,000	\$219,040	(\$163,960)
Community Development Block Grant (CDBG)	190,000	165,000	(\$25,000)
CSS Child Support Prosecutor	97,647	94,825	(\$2,822)
High Intensity Drug Trafficking Area (HIDTA)	287,847	296,000	\$8,153
IPS - Opioid Community Prosecutor	98,685	0	(\$98,685)
Project Safe Neighborhood	165,000	134,200	(\$30,800)
State DCF CHIPS TPR Contract	892,975	856,000	(\$36,975)
WIDJ Byrne JAG MMDEG Task Force	286,707	276,321	(\$10,386)
WIDJ Violence Against Women Act (VAWA RRP)	111,914	136,000	\$24,086
TOTAL	\$2,513,775	\$2,177,386	(\$336,389)

State Revenue

Revenue from state grants are posted to account 2299 and are comprised of the programs detailed in the table below:

STATE GRANTS			
State Revenue Programs	2021 Budget	2022 Budget	2021/2022 Variance
IPS - Opioid Community Prosecutor	\$121,160	\$0	(\$121,160)
Project Safe Neighborhood	203,125	183,000	(\$20,125)
Special Prosecution Courts' Clerks	305,000	305,000	\$0
State DCF CHIPS TPR Contract	1,471,792	1,443,218	(\$28,574)
Victim of Crimes Act (VOCA)	450,671	357,621	(\$93,050)
Victim/Witness Program	1,220,000	1,466,680	\$246,680
WIDJ Violence Against Women Act (VAWA RRP)	116,779	136,000	\$19,221
TOTAL	\$3,888,527	\$3,891,519	\$2,992

The Project Safe Neighborhood provides funding for the salary and fringe benefits for 1.0 Victim Witness Advocate, who serves as a community victim witness specialist for firearms-related offenses which occur in any of six neighborhoods identified by the Milwaukee Police Department as having particularly high firearms-related crime. The CVW is embedded in the Milwaukee Police Department and provides comprehensive victim services to shooting victims and their families from the time of the offense through the investigation and any resultant prosecution. A second grant provides funding for the salary and fringe benefits for 2.0 Assistant District Attorneys.

The Special Prosecution Courts' Clerks statutory reimbursement program provides continuing funding for the salaries and fringe benefits of 4.0 Secretarial Assistant positions and 2.0 Clerical Assistant 1 positions in the homicide, sensitive crimes, and violent crimes units. The Clerk of Circuit Court collects the grant revenue from a \$3.50 fee levied on civil case filings, only in Milwaukee County, pursuant to Wis. Stat. § 814.86 (1m). Amounts chargeable to this statutory program routinely exceed the maximum funding, which for the state biennium ending June 30, 2020 was \$305,000.

The CHIPS-Termination of Parental Rights (TPR) grant provides continuing funding for the salaries and fringe benefits of 8.5 Assistant District Attorneys, 5.0 Paralegals, and 2.0 Secretarial Assistants under a state contract with the Department of Children and Families (DCF) for CHIPS and TPR cases in the juvenile division.

The Victims of Crime Act (VOCA) grant provides continuing funding of approximately 60% percent for the salaries and fringe benefits of 2.0 Victim Witness Advocates assigned to the crisis response unit, 2.0 Victim Witness Advocates for domestic violence cases assigned to the Sojourner Family Justice Center, 4.0 Sensitive Crimes Victim Advocates in the sensitive crimes victim services unit. The grant also provides emergency funds related to assisting victims.

The Victim/Witness Program, which provides services to victims and witnesses of crimes, pursuant to Chapter 950 of the Wisconsin Statutes, consists of 34.5 FTE authorized, funded positions: 1.0 FTE Victim Witness Director, 3.5 FTE Victim Witness Supervisors, 22.0 FTE Victim Witness Advocates, 1.0 FTE Victim Witness Advocate – bilingual, 1.0 FTE Sensitive Crimes Victim Advocate, 3.0 Investigators in the witness protection unit, and 4.0 FTE clerical personnel.

Wis. Stat. § 950.06 provides that the state may reimburse counties for up to 90 percent of costs of their victim/witness programs; however, actual reimbursement rates have been decreasing and were just 33.33% for Jun – Dec 2020. For 2022, we are estimating a reimbursement rate of approximately 35% of programs costs.

The STOP VAWA Regional Resource Prosecutor project from the Wisconsin Department of Justice (WIDJ) provides continuing funding for the salaries and fringe benefits of 1.0 Assistant District Attorney that prosecutes domestic violence cases in Milwaukee County and also provides training and support to 13 other Wisconsin counties to promote effective and efficient prosecution of domestic violence cases.

Federal Revenue

Revenue from federal grants are posted to account 2699 and are comprised of the programs detailed in the table below:

FEDERAL GRANTS			
Federal Revenue Programs	2021 Budget	2022 Budget	2021/2022 Variance
Byrne JAG - DAS	\$383,000	\$219,040	(\$163,960)
Community Development Block Grant (CDBG)	190,000	165,000	(\$25,000)
High Intensity Drug Trafficking Area (HIDTA)	287,847	296,000	\$8,153
Operation Legend	58,832	45,485	(\$13,347)
WIDJ Byrne JAG MMDEG Task Force	543,365	543,365	\$0
TOTAL	\$1,463,044	\$1,268,890	(\$194,154)

The Milwaukee County Byrne JAG – Local grant provides funding for the salaries and fringe benefits of 4.0 Assistant District Attorneys. Three prosecutors are assigned to the Community Prosecution Unit in Milwaukee Police Districts 1, 3 and 7. The fourth is assigned as a “vertical” Domestic Violence prosecutor in felony court. This means the assistant district attorney follows cases “from initial review through conviction and sentencing, or “vertically.”

The City of Milwaukee Community Development Block Grant (CDBG) provides funding for the salaries and fringe benefits of 2.0 Assistant District Attorneys. These prosecutors serve as Community Prosecutors. They serve the Milwaukee Police Districts 2, 5 and 6.

The North Central High Intensity Drug Trafficking Area (HIDTA) grant provides funding from the Federal Office of National Drug Control Policy (ONDCP) for the salaries and fringe benefits of 3.0 Assistant District Attorneys in the Violent Crimes - HIDTA unit and approved operating expenses, a reduction of 3.0 FTE since 2019.

The Operation Legend grant funds a second community victim witness specialist, who, like the CVW, is embedded with the Milwaukee Police Department and who is tasked with providing comprehensive victim services to victims of violent crimes and their families, from the time of the offense through prosecution. The Operation Legend victim focuses on violent crime which occurs anywhere in the City of Milwaukee.

The Wisconsin Department of Justice WIDJ Byrne JAG OJA MMDEG Task Force grant provides funding for the salaries and fringe benefits of 4.0 Assistant District Attorneys in the violent crimes – drug unit in an amount of about \$297,963. The grant also funds payments totaling approximately \$245,402 to the Milwaukee, South Milwaukee, and West Allis police departments for the salaries and fringe benefits of officers assigned full-time to the MMDEG police unit.

Charges to Other County Agencies

CHARGES TO OTHER COUNTY AGENCIES				
	CROSSCHARGES	2021	2022	2021/2022
Department	Program	Budget	Budget	Change
Child Support Services	Child Support Prosecution	\$190,016	\$191,197	\$1,181
Child Support Services	Child Support Investigation	291,829	278,765	(\$13,064)
	TOTAL	\$481,845	\$469,962	(\$11,883)

Child Support Services

Wis. Stat. § 948.22 provides criminal penalties for failure to support a child. The Department of Child Support Services (“CSS”) refers the most egregious cases to the District Attorney for criminal prosecution and funds the salaries and fringe benefits of 1.0 Assistant District Attorney and 1.0 Paralegal. Noted above, CSS also funds two Investigator positions.

Major Changes in FY 2022

- 1. Addition of 2.0 FTE Paralegals to support Digital Discovery.** This budget includes a request for four additional paralegals at a cost of \$115,599. The role and function of these paralegals is explained at length in the section denominated as Information Technology Division. In brief summary, these new paralegals will assist in processing digital evidence to be delivered as part of the discovery process to criminal defense lawyers. Because of the literal explosion in the volume of digital evidence, like body camera footage, and because of a trend toward “paperlessness” – greatly hastened by the pandemic – the DA’s office routinely processes digital data at a volume that has increased exponentially. The failure to timely provide such material can result in an adjournment or dismissal of a criminal case, consequences which impact the victims, the defendant, and the community, which has an interest in the timely and fair disposition of criminal matters. Nevertheless, on the whole, digital evidence like body camera footage and recordings of statements ensures more just convictions and promotes transparency. This is vital to procedural justice and it is generally regarded as a benefit to the disadvantaged in our community. The expense for processing such data can be viewed as the price of that benefit to the community.
- 2. Loss of anticipated victim witness funding related to the VOCA grant.** As District Attorney Victim Witness funding continues to decline, Milwaukee County is required to shoulder a higher percentage of the compensation package for Victim Witness Advocates employed by Milwaukee County. Milwaukee County cannot choose to not fund these positions due to the grant obligations. If the County chose to not approve future grant submissions, it would reduce revenue and personnel costs and also have an adverse racial and economic impact in that services to our poor and underprivileged victim and witness base would certainly suffer. The 2022 budget revenue for this program is \$357,621, personnel costs are \$682,119, and operating expenses are \$12,406 which results in a \$336,904 charge to tax levy without any changes to the program.

Strategic Program Area 1: Investigations & Criminal Prosecutions

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$11,812,284	\$10,782,905	\$12,266,742	\$12,322,795	\$56,053
Revenues	\$5,859,391	\$5,390,143	\$5,716,702	\$5,446,409	(\$270,293)
Tax Levy	\$5,952,893	\$5,392,762	\$6,550,040	\$6,876,386	\$326,346
FTE Positions	162.0	162.0	164.0	167.0	3.0

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

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

Strategic Overview:

The Office of the District Attorney is responsible for targeting, investigating, successfully prosecuting and incarcerating shooters, other illegal gun offenders, and other violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units.

Strategic Implementation:

Tax Levy support for the Office of the District Attorney increases \$326,346 or 5%.

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$3,592,424	\$3,671,546	\$3,675,101	\$4,047,298	\$372,197
Operation Costs	\$3,691,555	\$3,365,163	\$3,564,071	\$5,220,991	\$1,656,920
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$21,122	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$30,888)	(\$410,232)	(\$3,996)	\$12,456	\$16,452
Total Expenditures	\$7,274,213	\$6,626,477	\$7,235,176	\$9,280,745	\$2,045,569
Revenues					
Direct Revenue	\$678,808	\$624,575	\$710,219	\$680,562	(\$29,657)
Intergovernmental Revenue	\$570,063	\$1,480,386	\$574,816	\$679,924	\$105,108
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$1,248,871	\$2,104,961	\$1,285,035	\$1,360,486	\$75,451
Tax Levy	\$6,025,342	\$4,521,516	\$5,950,141	\$7,920,259	\$1,970,118
Personnel					
Full-Time Pos. (FTE)	53.0	53.0	55.5	59.25	3.75
Seasonal/Hourly/Pool \$	\$487,985	\$350,305	\$244,552	\$403,601	\$159,049
Overtime \$	\$217,716	\$268,934	\$219,756	\$177,000	(\$42,756)

Department Mission:

The mission of the Office of Emergency Management (OEM) is helping people in extraordinary times.

Department Description:

OEM includes five program areas: The Director’s Office, Emergency Management, Emergency Medical Services (EMS), 911 Communications, and Radio Services. These program areas support public safety services through data, assets, monies, and staff to sustain healthy and effective localities within our County.

Major Changes in FY 2022

- OEM EMS is planning a cautious return of events to the Fiserv Forum of 60% of the 2019 activity due to COVID-19. This means OEM’s part-time paramedic population will continue to build back operations as events return to normal populations. We have attempted to reflect a modest expectation of revenue for this operations level but will remain poised to increase operations as the need presents.
- The 2022 budget provides \$3.0 million in funding for the municipal EMS Agreement. This includes a restoration of \$1.5 million in funds that were reduced from the municipal EMS agreement in 2012. The County will distribute this funding in support of City and Village transport EMS services, countywide, via

an equitable formula which considers municipal population, geographic square miles, paramedic call volume, and necessary improvements to the EMS system. This contribution sustains OEM's strong relationships with local fire departments and is focused on improving EMS service delivery efficiencies throughout the county by increasing overall health equity.

- OEM is spending the bulk of 2022 building and preparing to take over fire dispatch for the Milwaukee County Fire Department (MCFD) at Milwaukee Mitchell International Airport. 911 and the Director's Office will work with the airport fire department to integrate radio communications, build associated computer infrastructure and tools, and develop a model for fire dispatch that can be duplicated in surrounding communities in the years to come. This project represents two firsts:
 - Taking on MCFD is the first time the 911 Division has performed in the role of fire dispatch.
 - This is the first fully capable dispatch MCFD has had in its history.

Strategic Program Area 1: OEM Director’s Office

Service Provision: Mandated

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$226,906	\$107,251	\$276,528	\$312,880	\$36,352
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$226,906	\$107,251	\$276,528	\$312,880	\$36,352
FTE Positions	2.0	2.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
OASIS Intergovernmental Agreements	18/19 (95%)	0/0 (0%)	18/19 (95%)	19/19 (0%)
PD Naloxone Administration MOUs	19/19 (100%)	0/0 (0%)	19/19 (100%)	19/19 (0%)
EMS Contracts for Paramedic Service	12/12 (100%)	0/0 (0%)	12/12 (100%)	12/12 (0%)

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
AMOPs Adopted	9/4 (100%)	0/0 (0%)	4/4 (100%)	4/4 (0%)
State Interoperability Council goals	2/2 (100%)	0/0 (0%)	2/2 (100%)	2/2 (0%)
LEPC hazmat plans	75/75 (100%)	75/75 (100%)	75/75 (100%)	75/75 (0%)
OASIS Standards/Policies adopted	2/2 (100%)	0/0 (0%)	2/2 (100%)	2/2 (0%)

Strategic Overview:

The Director’s Office has a critical role in large-scale change, including directing collaborative preparedness activities that are data-driven and focused on multi-jurisdictional mutual aid while exploring the consolidation of public safety assets and data.

The Director’s Office fulfills Wisconsin State Statue 323 and Milwaukee County Ordinance (MCO) 99 by coordinating emergency management plans, directing, and coordinating activities during training and exercises, and by serving as the emergency management director during a county declaration of a state of emergency. Additionally, OEM meets the obligations of Wisconsin State Statute Chapter 256, Wisconsin Administrative Code Department of Human Services (DHS) 110, and MCO 97 for emergency medical services throughout the County. OEM simultaneously provides public safety communications in accordance with MCO 91, meeting state and federal interoperability standards and serves as the County’s 911 Public Safety Answering Point (PSAP) for Milwaukee County public safety entities.

Strategic Implementation:

OEM’s ten-year vision is by 2030, there 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

4800 — OFFICE OF EMERGENCY MANAGEMENT

Department: **Office of Emergency Management**

UNIT NO. **4800**

FUND: **General — 0001**

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.

Strategic Program Area 2: Emergency Management

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$456,117	\$544,191	\$666,440	\$698,851	\$32,411
Revenues	\$570,063	\$578,751	\$567,816	\$680,424	\$112,608
Tax Levy	(\$113,946)	(\$34,560)	\$98,624	\$18,427	(\$80,197)
FTE Positions	4.0	4.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
County Exercises	2/2 (100%)	0/0 (0%)	1/1	3/3
County Plans Updated	29/29 (100%)	0/0 (0%)	29/29	48/48
Emergency Action Plan (EAP) Updates	--	--	64/64	64/64
New Grant Initiatives	1/1 (100%)	0/0 (100%)	1/1	0/0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Munis w/ Updated Emergency Operations Plan	18/19	0/0	8/19	19/19
Munis w/Hazard Mitigation Plan	19/19	0/0	19/19	19/19
County Depts w/Emergency Training <ul style="list-style-type: none"> ▪ Active Shooter 	29/29	0/0	29/29	19/19
County Depts w/ Business Continuity	20/29 (69%)	0/0	29/29 (100%)	48/48
Full-Time Employee Alert Registration	1,800/3,000 (60%)	0	2,700/3,000 (90%)	3,000/3,000

Strategic Overview:

The Emergency Management Division is responsible for the emergency management framework within Milwaukee County, enabling our communities to readily adapt to manmade and natural shocks and to collaborate across government and private entities. Specifically, this requires an in-depth exercise and drill regimen to ensure consistent preparedness across all levels of government.

Through the Emergency Management Division, OEM meets the statutory obligations of Wisconsin State Statute Chapter 323 and Milwaukee County Ordinance Chapter 99: Emergency Activities of the Government of the County.

Strategic Implementation:

The Emergency Management Division set goals that are structured to baseline emergency planning and training throughout the County. The external focus is on resource planning among its 19 cities and villages establishing clear avenues of procurement, fuel, power, shelter, and transportation to ensure self-reliance. These critical elements are

4800 — OFFICE OF EMERGENCY MANAGEMENT

Department: **Office of Emergency Management**

UNIT NO. **4800**

FUND: **General — 0001**

shared through a countywide knowledge management system, enabling municipalities to reach across borders for mutual aid.

In the wake of the COVID-19 Pandemic, the Emergency Management Division is launching a complete review and overhaul of the Continuity of Operations Plans (COOP) to include the many changes in operational capabilities the County has seen over the last year and half.

Heading into 2022, the Emergency Management Division is looking to partner with local non-profits to ensure Milwaukee County has a robust response and recovery mechanism that can reach all communities in the County. With an emphasis on public education, Emergency Management brings the fundamentals of emergency preparedness to the roots of our community to and help promote a culture of equitable resiliency

Strategic Program Area 3: 911 Communications

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$2,130,184	\$2,065,571	\$1,472,537	\$1,542,694	\$70,157
Revenues	\$19,679	\$4,282	\$7,500	\$7,000	(\$ 500)
Tax Levy	\$2,110,505	\$2,061,289	\$1,465,037	\$1,535,694	\$70,657
FTE Positions	33.0	34.0	24.0	26.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
911 CPR Calls Received	195	167	200	200
Calls Needing CPR	77	95	100	100
Calls Received CPR	58	77	100	100
Victims Survived to ED	14	72	50	50
Victims Survived Discharge	1	12	50	50
Total Call Volume	285,808	243,549	280,000	280,000
<i>Admin Calls</i>	123,768	106,155	115,000	115,000
<i>911 Calls</i>	94,011	88,239	94,000	94,000
<i>Abandoned Calls</i>	7,170	7,082	7,000	7,000
<i>Outgoing Calls</i>	68,029	53,878	65,000	65,000
Open Records Requests Fulfilled	338	302	400	400

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
APCO-Credentialed dispatchers	19/24	20/23	22/24 (92%)	24/26 (92%)
911 Virtual Connections to Fire Depts	9/10 (90%)	0/0 (0%)	10/10 (100%)	10/10 (100%)
911 Virtual Connections to Police Depts	0/12 (0%)	0/0 (0%)	8/12 (67%)	12/12(100%)
911 Call Answering <10 seconds	90%	93%	93%	93%
911 Call Duration <90 seconds	73%	74%	75%	75%
Abandoned Call Rate	<10%	<10%	<10%	<10%

Strategic Overview:

The OEM 911 Communications Division serves as the Public Safety Answering Point (PSAP) for Milwaukee County, responsible for the prompt response and delivery of emergency services to 911 callers.

Dispatchers take 911 calls, coordinate services with the Medical Examiner's Office and Highway Department, and dispatch Sheriff Deputies, Park Rangers, and District Attorney Investigators.

Command Duty Officers transfer data received from EMS field providers to receiving hospitals, including vital patient code alerting to ensure optimal care immediately upon patient entry to the emergency department. Additionally, these staff provide CPR instructions to callers witnessing cardiac arrest and situational awareness and support incidents within Milwaukee County.

Strategic Implementation:

Of the 911 calls received by the 911 Communications Division, 44 percent require transfer to one of the other 11 PSAPs in the County. OEM is coordinating with cellular carriers to correct call-routing, thereby saving vital seconds per emergency call. Furthermore, OEM supported the OASIS 911 Special Committee in its research on whether to change the County ordinance that requires OEM to receive all 911 calls originating from mobile phones within the County but outside of the City of Milwaukee. Through the 911 Special Committee, OEM partnered with municipal law enforcement leaders to prepare their PSAPs for the increase in call volume that would result from such a change. The 911 Special Committee recommended the ordinance state "Calls initiated from cellular provider networks within Milwaukee County shall be routed in accordance with intergovernmental agreements between public safety answering point agencies and the Milwaukee County Office of Emergency Management." The committee also successfully changed the title of Milwaukee County Ordinance Chapter 91.09 (Chapter 91. ENHANCED 9-1-1 EMERGENCY TELEPHONE NUMBER SYSTEM) to "Mobile Cellular Phones." This change has the intent to further delay any major impacts to surrounding municipalities until Next Generation 911 (NG911) software and systems are in place.

The 911 Communications Division continues implementation of CAD2CAD, technology to allow adjacent 911 centers to dispatch squads, fire rigs, and ambulances across municipal borders. This virtual sharing of resources is a major step towards consolidation, as the next 5-10 years of transition to the demands of NG911 technology may prove cost-prohibitive for smaller communities.

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 2022.

The OEM Command Duty Officer (CDO) position is fully realized as a countywide duty officer responsible for 24/7 emergency messaging among departments and agencies county- and region-wide. The position is also responsible for the critical role of relaying patient information between EMS field provider and the receiving hospital, including county-wide nurse triage capabilities, fire, and medical dispatching capabilities.

Strategic Program Area 4: Radio Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,418,149	\$1,415,547	\$1,637,349	\$1,791,995	\$154,646
Revenues	\$322,273	\$543,929	\$421,670	\$457,642	\$35,972
Tax Levy	\$1,095,876	\$871,618	\$1,215,679	\$1,334,353	\$118,674
FTE Positions	3.0	3.0	3.0	4.0	1.0

What We Do With It: Activity Data				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Radio System Usage (PTT)	20,983,404	19,822,011	21,831,133	21,831,133

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Radio Downtime	0.0 Minutes	0.0 Minutes	<5.26 minutes	<0.0 minutes
Number of Service Reductions	3	0	<4	0
System Busies	99.9667%	100%	<1/1,500 (100%)	<1/1500 (100%)
Interop w/State & City of Milwaukee	2/2 (100%)	2/2 (0%)	2/2 (100%)	2/2 (100%)
FEMA ICS 205 Event Planning	100%	100%	100%	100%

Strategic Overview:

The Radio Services Division is responsible for administering and maintaining the Milwaukee County subsystem of the Organization of Affiliated Secure Interoperable RF Subsystems (OASIS), an 800MHz P25 digital radio system providing mission critical and interoperable communications for public safety agencies and first responders in Milwaukee and Waukesha counties.

OASIS is governed by a board of directors comprised of three Milwaukee County department heads and four municipal representatives, appointed by the Milwaukee County Executive. The governance board is supported by three standing committees: Technical Committee, Operations Committee, and 911 Special Committee.

The performance of the radio system is wholly dependent on its supporting infrastructure, which continues to expand through ISSI connections completed in early 2020, Motorola Critical Connect infrastructure completed in 2021, and Motorola APX Next infrastructure pending completion summer 2021.

To support the high call volume for both municipal partners and County departments, push-to-talks (defined as a single radio transmission) are enabled by the digital infrastructure of the Radio Services Division. This includes ten radio tower

sites located throughout the County. Half of these sites are leased, and half are owned by the County with each at varying heights, up to 500 feet, and various supporting groundwork to include HVAC units, back-up generators, batteries, fiber-optics, and microwave links.

Strategic Implementation:

2020 was a turning point for OEM. OEM continues into 2022 expanding communications relationships throughout the State of Wisconsin. Inter-RF subsystem interface (ISSI) connections are complete with both WISCOM and MPD. Through tireless efforts and testing, encrypted communication was established between the Milwaukee Police Department, and the Milwaukee County Sheriff. In a partnership with MPD, OEM overcame the odds, identified specific coding, and initiated a software change to allow for successful ISSI communications between a Motorola system and a Harris system. These ISSI connections played a critical role in successful communications planning for numerous local events, including the 2020 DNC. OEM made considerable strides with its current communications capabilities, along with exploring new options for future integration of Long-Term Evolution (LTE) infrastructure and assets to further expand the OASIS system in 2022.

Now a digital-only radio service for the County and 22 participating municipalities, OASIS brings all participants into full compliance with federal communications standards. A cost-sharing structure, based on a \$5 per radio per month fee to the OASIS Capital Improvement Fund, enters its fourth year, with Fund monies solely reserved for a replacement public safety radio system within the next 10-15 years, with the County contributing approximately \$70,000 in 2021.

All operating costs continue to be charged to subscribers, including County departments and outside agencies. Municipal revenue is collected as user fees per joint intergovernmental agreements between the County and each participating municipality.

The Radio Services Division continues its coordination of local and regional channels and assets for critical security events such as narcotic operations and dignitary visits. The Radio Services Division is the leader in coordination and interoperability, trusted by local, state, and federal partners for reliability and encryption.

The Radio Services Division continues to work closely with its partners in the City of Milwaukee, which operates its legacy OpenSky system, to maintain interoperability through an ISSI gateway.

Strategic Program Area 5: Emergency Medical Services (EMS)

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$3,042,857	\$2,493,917	\$3,182,322	\$4,934,325	\$1,752,003
Revenues	\$336,857	\$977,999	\$288,049	\$215,420	(\$72,629)
Tax Levy	\$2,706,000	\$1,515,918	\$2,894,273	\$4,718,905	\$1,824,632
FTE Positions	11.0	10.0	19.5	20.25	0.75

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Licensed Paramedics in the System	545	554	550	550
Patient Volume, systemwide	41,166	101,204	101,000	97,000
Transport Volume, systemwide	23,944	36,685	37,000	36,000
OEM Special Events Patients	388	68	200	350

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
CQIP Cases	314	294	300	300
ALS Onboarding	35	30	40	50
EMSDOC Field Responses	0	75	100	120
Municipalities Engaged in ET3	0	1	1	1

Strategic Overview:

The Emergency Medical Services Division is responsible for the continuing education and credentialing of approximately 550 active Paramedics, 30 Advanced Emergency Medical Technicians (AEMTs), and 800 Emergency Medical Technicians (EMTs) in the County EMS System.

The Emergency Medical Services Division administers the Patient Care Guidelines and standards of care delivered by those providers, under medical direction delivered through a more than 45-year partnership with the Medical College of Wisconsin’s Department of Emergency Medicine. New in 2022, the CORE Team is planning to engage more with the community to advance the vision of becoming the healthiest county in Wisconsin. Efforts will include community CPR training, basic first aid training, and assessing EMS data to inform where further needs may arise.

The Emergency Medical Services Division collects and analyzes data from the electronic patient care records completed by the EMS Providers in the field. With racial equity as a priority of the County, the division has a unique ability to assess health and social equity and utilize this information to drive change within the county, specifically with service delivery models.

The Emergency Medical Services Division ensures quality of care through the Just Culture assessment process. The Just Culture model is intended to promote and champion system accountability while also addressing system and individual shortfalls via thorough review. OEM-EMS also added a kudos section to recognize great care in the system. Since this model was started in 2018, more than 1,000 cases have been submitted for review or recognition and self-reporting has increased significantly as the EMS system has better understanding that not every mistake result in punishment, but rather open discussion to address the root cause of issues.

The Division's Special Event EMS Providers deliver emergency medical care to attendees of the Milwaukee County Zoo, Fiserv Forum/Deer District, UWM Panther Arena, Wisconsin State Fair and other venues as requested. The Community Oriented Regional EMS team was essential to running the testing and vaccine operations and has momentum to expand services. In 2021, a command-and-control rank structure was instituted as the team has significantly grown in the past 2 years. This allows for adequate supervision as well as promotional opportunities for well qualified members of the team.

Through its Emergency Medical Services Division, OEM meets the statutory obligations of Milwaukee County Ordinance Chapter 97: Emergency Medical Services.

Strategic Implementation:

The 2022 budget provides \$3.0 million in funding for the municipal EMS Agreement. This includes a restoration of \$1.5 million in funds that were reduced from the municipal EMS agreement in 2012. The County will distribute this funding in support of City and Village transport EMS services, countywide, via an equitable formula which considers municipal population, geographic square miles, paramedic call volume, and necessary improvements to the EMS system. This contribution sustains OEM's strong relationships with local fire departments and is focused on improving EMS service delivery efficiencies throughout the county by increasing overall health equity.

OEM-EMS is also supporting three municipalities to transition to ALS level service providers. This brings all municipalities to ALS level care across Milwaukee County, advancing equity in patient's access to care.

The EMS Division serves as the American Heart Association's Community Training Center, credentialing trainers at more than 20 training sites and issuing basic level and advanced level cardiac care certifications to thousands of students annually.

The EMS Division continues its partnership with local law enforcement agencies in the administration and acquisition of naloxone for opioid victims, through training and agreements.

The EMS Division continues its Special Events EMS operations. The division's part-time paramedic population continues with its reduced venue activity at Fiserv Forum as the community recovers from COVID-19; this budget accounts for those revenue losses. Any increase in venues at the Forum will be beneficial to OEM based on this conservative estimate.

An additional Data Analytics support position is added to aid the division in data management and analysis which informs its decision making. The work of this section of the division is paramount to inform internal and external decision makers. The coveted COVID-19 Dashboard highlights the strong work of the OEM team to effectively and transparently analyze and display data in a responsible and transparent manner.

Command Duty Officer positions were transferred from 911 Communications to the EMS program area in the 2020 Budget causing an increase in the FTEs there. In 2021, one 911 Quality Assurance Coordinator was also transferred to the EMS program area based on the Coordinator's actual job duties.

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$3,251,418	\$3,251,418	\$3,210,238	\$3,611,120	\$400,882
Operation Costs	\$937,804	\$937,804	\$1,097,433	\$1,495,281	\$397,848
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$100,746	\$50,00	\$0	\$0	\$ 0
Interdepartmental. Charges	\$30,336	(\$874,910)	\$31,423	\$30,796	(\$ 627)
Total Expenditures	\$4,320,304	\$3,314,362	\$4,339,094	\$5,137,197	\$798,103
Revenues					
Direct Revenue	\$2,768,048	\$2,918,630	\$3,093,647	\$3,175,715	\$82,068
Intergovernmental Revenue	\$91,139	\$101,352	\$68,000	\$535,709	\$467,709
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$2,859,187	\$3,019,982	\$3,161,647	\$3,711,424	\$549,777
Tax Levy	\$1,576,084	\$294,380	\$1,177,447	\$1,425,773	\$248,326
Personnel					
Full-Time Pos. (FTE)	32.0	33.0	33.0	34.0	1.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$99,286	\$80,854	\$82,308	\$90,000	\$7,692

Department Mission:

The mission of the Milwaukee County Medical Examiner's Office is to promote and maintain the highest professional standards in the field of death investigation; provide a timely, accurate, and legally defensible determination of the cause and manner of death; enhance public health and safety through reducing the incidence of preventable deaths, protect the interests of deceased individuals and their families; and serve the community.

Department Description:

The Milwaukee County Medical Examiner's Office (MCMEO) is the agency designated by law to investigate deaths from injury, homicide, suicide, deaths under unusual or suspicious circumstances, or when a person is not attended by a physician. Along with the medicolegal responsibility to determine cause and manner of death, the MCMEO serves a critical public health role by identifying injury trends or potential infectious diseases that may pose a risk to the public. The MCMEO also provides educational and training opportunities and offers a 2-day forensic science education program.

4900 — MEDICAL EXAMINER

Department: **Medical Examiner**

UNIT NO. **4900**

FUND: **General — 0001**

Major Changes in FY 2022

The weighted average charged for referral autopsies increased slightly to \$1,601 per autopsy: however, projections for referral autopsies are trending downward due to increased competition. The issuance of cremation permits continues to increase as more families are choosing cremation instead of burial. A competitive federal grant that will cover the Forensic Fellowship program (\$50,000) continues in 2022.

The largest increase in revenue is due to the award of a three-year grant from the U.S. Department of Justice, Bureau of Justice Assistance, Comprehensive Opioid, Stimulant and Substance Abuse Program (COSSAP) to create an Overdose Public Health and Safety Team (OD-PHAST) through a partnership with the Medical College of Wisconsin. The 2022 award is for \$465,000 with a corresponding expense to the Medical College of Wisconsin who will administer the program. The award also provided funding for an additional Forensic Toxicology Laboratory Technician for a cost of approximately \$40,000.

The contract with Randal Schneider, PhD, LLC continues at an annual cost of \$75,000. Dr. Schneider provides oversight of the Forensic Laboratory as per accrediting standards of both the National Association of Medical Examiner's, and by the American Board of Forensic Toxicology (ABFT).

Strategic Program Area 1: Medical Examiner

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$4,320,305	\$3,400,292	\$4,339,094	\$5,137,197	\$798,103
Revenues	\$2,859,187	\$3,189,981	\$3,161,647	\$3,711,424	\$549,777
Tax Levy	\$1,461,118	\$210,311	\$1,177,447	\$1,425,773	\$248,326
FTE Positions	32.0	33.0	33.0	35.0	2.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Estimate	2022 Estimate
Autopsies	1,787	2,050	1,785	2,000
Referral Autopsies	607	619	625	550
Death Certificates	1,982	3,501	1,900	2,000
Cremation Permits	5,420	6,707	5,400	5,800
Deaths Investigated	7,597	9,702	7,700	9,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Pass Rate for Forensic Board Exam	n/a	Pass	Pass	Pass
Accreditation by the National Association of Medical Examiners	Pass	Pass	Provisional	Pass
Accreditation by the Accreditation Council for Graduate Medical Education	Pass	Pass	Pass	Pass

Strategic Overview:

The Milwaukee County Medical Examiner’s Office is committed to providing professional services to other Wisconsin counties through the performance of forensic autopsies, assistance with training and education, and consultation on medicolegal issues. It is a goal of the office to be an active force in standardizing, improving, and professionalizing death investigation in the State of Wisconsin. The Medical Examiner’s Office is actively participating in various work groups to construct a Forensic Science Seminar, with the goal of expanding medicolegal services to a greater regional area.

Strategic Implementation:

The Milwaukee County Medical Examiner’s Office strives to meet and exceed the public’s expectations with respect to accurate, timely, comprehensive, and compassionate death investigations that ensure full and effective cooperation with law enforcement, the District Attorney, and other interested parties, while maintaining impartial participation in the criminal justice process

1.0 FTE Assistant Administrative is created in the 2022 budget, 1.0 FTE Forensic Toxicology Lab Tech was created in File 21-315, and \$200,000 is included for salary increases for pathologist positions based on market conditions.

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DEPARTMENTAL NARRATIVES

TRANSPORTATION FUNCTION

5040 — Airport

5083 — Transportation Services

5100 — Highway Maintenance

5300 — Fleet Management

5600 — Transit/Paratransit System

5800 — DOT Director's Office



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$24,890,315	\$23,392,214	\$27,245,882	\$27,564,881	\$318,999
Operation Costs	\$27,091,466	\$22,137,671	\$26,458,674	\$27,322,752	\$864,078
Debt & Depreciation	\$26,501,780	\$23,075,208	\$23,352,966	\$22,613,327	(\$739,639)
Capital Outlay	\$621,701	\$195,580	\$431,650	\$551,307	\$119,657
Interdepartmental. Charges	\$11,019,504	\$13,726,822	\$15,087,952	\$15,309,481	\$221,529
Total Expenditures	\$90,124,766	\$82,527,494	\$92,577,124	\$93,361,748	\$784,623
Revenues					
Direct Revenue	\$89,260,647	\$59,544,147	\$92,045,395	\$82,062,132	(\$9,983,263)
Intergovernmental Revenue	\$201,840	\$22,739,407	\$240,000	\$10,988,556	\$10,748,556
Indirect Revenue	\$662,278	\$243,940	\$291,730	\$311,060	\$19,330
Total Revenues	\$90,124,766	\$82,527,494	\$92,577,125	\$93,361,748	\$784,623
Tax Levy	\$ 0	\$ 0	\$0	\$ 0	\$ 0
Personnel					
Full-Time Pos. (FTE)*	257.0	242.0	241.0	246.0	5.0
Seasonal/Hourly/Pool \$	9.2	9.2	\$295,218	\$297,880	\$2,662
Overtime \$	\$1,146,709	\$612,159	\$1,037,592	\$1,037,929	\$337

NOTE: Actual revenues have been restated to remove the year-end entries made by the Comptroller's Office for the annual CAFR.

* FTEs for 2019, 2020, 2021, and 2022 are adjusted due to the changes in the FTE calculation where one position, regardless of the number of hours worked beyond the standard employee schedule, now equals one FTE within the Fire Protection area.

Department Mission

The Airport Division will plan, enhance, operate, and maintain efficient, cost-effective air transportation facilities that meet the current and future needs of the region, airlines and tenants while remaining responsive to the concerns of the Airport's neighboring residents.

Department Description:

The Airport Division provides administration and manages all activities necessary for the efficient day-to-day operation of Milwaukee Mitchell International Airport (MKE or the Airport) and Lawrence J. Timmerman Field (LJT or Timmerman). Airport operations are divided into the following strategic program areas: MKE, MKE Regional Business Park, and LJT.

Major Changes in FY 2022

The global impact of the novel coronavirus known as COVID-19 is expected to have a continuing effect on Airport operations and revenues in 2022.

COVID-19 significantly impacted the aviation and tourism industry driving airport passenger traffic to record lows globally during 2020. Passenger traffic for the Airport totaled 2,627,215 in 2020 compared to 6,894,894 in 2019, a 62 percent decrease. Although the Airport made significant expenditure reductions during 2020 these were outstripped by much larger revenue deficits. To achieve financial breakeven by the end of 2020, the Airport used over \$20.8 million in federal stimulus funds for the year.

Passenger demand is rebuilding and an overall recovery is slowly occurring. Aviation industry forecasts are generally predicting a prolonged recovery with passenger volumes possibly returning to pre-pandemic levels between 2023 and 2024. Forecasting for travel demand by passengers for both business and leisure purposes and the corresponding restoration of service by airlines continues to be difficult to predict. The 2022 Budget relies upon published airline schedule information to the extent it is available, reliable, and a predictive demand model from the Airport's financial consultant, Unison Consulting, to arrive at a best estimate of 2022 passenger levels. Annualized passenger levels for the 2022 Budget are estimated at 5,903,987, which is 86 percent or 990,907 fewer passengers than pre-pandemic passenger levels in 2019.

Airport revenues are directly linked to passenger activity levels. A prolonged recovery means a prolonged return to a normal revenue environment to support the Airport's budget. However, many of the Airport's costs are fixed in nature and traffic has already begun to rebuild. With the rebuilding of passenger traffic that continues to occur, it is necessary to reduce the Airport vacancy and turnover level from 2021 to 2022 and fill previously held vacant positions to meet demand and passenger expectations. Therefore, to supplement lower nonaeronautical revenues, maintain attractive rates charged to airlines serving the Airport's passengers in an effort to spur a faster recovery, and to maintain a \$0 property tax levy for the Airport's operating budget, the 2022 Budget relies on and includes approximately \$10.7 million of federal stimulus funds.

Federal stimulus funds have been and will continue to be critical in bridging the financial gap to recovery of airports nationally. The federal policy framework around these funds has been heavily geared toward utilizing the funds to supplement airport operating budgets. However, reduced passenger traffic levels also have a direct impact upon the Airport's ability to undertake needed capital infrastructure improvements, many of which rely upon Passenger Facility Charge (PFC) revenues and the Airport Development Fund (ADF) reserve to fund projects. For example, the PFC per eligible passenger enplanement (boarding) generated \$13.5 million of revenue in 2019 compared to \$5.2 million in 2020. The ADF reserve, which is a percentage of revenue derived from parking, rental car, restaurant, retail, and other sources, generated almost \$4.9 million in 2019 compared to approximately \$2.3 million in 2020. These foregone PFC and ADF revenues due to lower passenger volume, particularly during 2020, have resulted in deferral of needed capital improvement projects. These funding streams will continue to be lower until a full passenger recovery is realized leading to additional possible capital project deferrals. The need for more funding to invest in aging capital infrastructure is generally a well-known national issue. Unfortunately the passenger related funding shortfalls for airports that are being experienced as a result of the COVID-19 pandemic have further highlighted these capital infrastructure funding needs.

In consultation with the airlines serving MKE, the master use and lease agreement that was set to expire on December 31, 2020 was extended to cover 2021 and will be extended an additional year to cover 2022.

2022 staffing levels include the net addition of 5 new positions:

- Create 3 Firefighter Apprentice positions at a budgeted total salary cost of \$127,065.
- Create 1 Assistant Administrative position at a budgeted total salary cost of \$45,121.
- Create 1 Business Intelligence and Performance Manager at a budgeted total salary cost of \$88,930.
- Create 1 Senior Financial Performance Analyst at a budgeted total salary cost of \$71,402. The cost of this position is partially offset by abolishing 1 vacant Accountant II for a net total cost increase of approximately \$26,000.

The increased expenditures in 2022 for filling positions that were previously held vacant and the addition of new positions is substantially offset by the reduction in fringe costs .

Strategic Program Area 1: MKE – Milwaukee Mitchell International Airport

Service Provision: Discretionary

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$88,390,417	\$80,911,669	\$91,053,942	\$91,343,798	\$289,856
Revenues	\$89,361,565	\$81,482,330	\$91,566,822	\$92,504,365	\$937,543
Tax Levy*	(\$971,148)	(\$570,661)	(\$512,880)	(\$1,160,567)	(\$647,687)
FTE Positions	284.2	239.0	238.0	242.0	4.0

* Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the MKE Business Park. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall \$0 property tax levy for the County's Airport System.

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Airport Cost Per Enplanement	\$25.62	\$61.77	\$38.83	\$30.90
Enplanements ¹	3,449,987	1,309,967	2,345,115	2,951,994
Total Passengers	6,894,894	2,627,215	4,690,230	5,903,987
Landed Weight (total) 000 lb. unit	4,582,582	2,880,033	3,306,757	4,101,141

¹ Enplanement means "a person boarding in the United States in scheduled or nonscheduled commercial service on aircraft in intrastate, interstate, or foreign air transportation."

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Customer Satisfaction Survey	4.39	4.50	4.50	4.50
Non-Airline Revenue as a % of Airport Revenue	63.3%	65.1%	53.7%	63.0%

* Airport Customer Satisfaction is measured by a third-party vendor. The Airport changed vendors, which resulted in a new measurement scale.

Strategic Overview:

MKE is broken down into the following operating sections to fulfill its mission.

Administration is responsible for general administration, accounting, budget, and purchasing.

Airport Information Technology is responsible for maintaining the complex airport network, voice communications, fire protection system, stand-alone security system, and the security surveillance network on a 24/7 basis.

Air Service Development is responsible for both maintaining existing and attracting additional commercial air carrier service to the Airport.

Marketing and Public Relations is responsible for the branding and marketing of the airport, including maintaining existing and attracting additional passengers to the Airport. This area is also responsible for community, media, and social media relations.

Airport Planning is responsible for developing the airport's long-term planning efforts and reviewing/forecasting passenger demand over the long term. This area also oversees noise compliance as well as certain required statistical reporting.

Parking Operations records the various expenses of operating the parking structure, debt service and associated interest expense on the parking structure. This group also oversees all MKE ground transportation activities including taxi, shuttle, limousine, transportation network companies (TNCs) and off-airport operators providing services to and from MKE. This includes ensuring transportation operators are properly licensed and compliant with the standards set forth in Milwaukee County General Ordinances. This section collects and accounts for parking revenue fees.

Properties is responsible for oversight of tenants occupying airport leased space for both commercial and general aviation leaseholders, as well as food and beverage and retail concessionaires.

Operations and Maintenance is responsible for airfield movement and operations, building and ground maintenance, and environmental.

Operations is responsible for keeping the airfield and ramp areas open for business at all times. This area coordinates and oversees aircraft operating at the airport and ensures compliance with Federal Aviation Administration (FAA), and state and local regulations as well as coordinating emergency responses, construction activities, special events and snow removal. In addition, this section oversees day-to-day operations of the terminal that includes addressing passenger safety issues, terminal construction activities, special events, and signage.

Maintenance is responsible for the Airport's structures and grounds. This includes custodial, HVAC, electrical services, snow plowing and grass cutting.

Fire Protection maintains 24/7 staffing and handles emergencies on the airfield, within the terminal, parking structure and parking lots. This section responds to emergency needs involving airlines, patrons, tenants, and airport staff.

Safety and Security is responsible for the safety and security functions within the airfield perimeters by working closely with other agencies and taking necessary actions to keep the Airport in compliance with FAA and TSA standards and regulations.

Environmental is responsible for activities related to workplace safety, compliance with governmental safety requirements, glycol recovery programs and wastewater treatment programs.

Strategic Implementation:

The major changes in 2022 above addresses the impact of COVID-19 on the Airport budget.

Revenue changes:

Significant Changes in Non Airline/Non Aeronautical Revenue are as follows. It should be noted that although multiple revenue streams are showing an increase, the revenues budgeted for 2022 are still not back to pre-pandemic levels. In general, most of the revenues listed below are based on annualized 2022 passenger activity levels that are estimated at 86 percent of 2019 actual levels.

- Parking revenue increases \$5,195,884 from \$19,442,616 to \$24,638,500
 - Car Rental revenue increases \$311,872 from \$8,832,244 to \$9,144,116
 - Metered Taxicab and Transportation Network Company (TNC) revenue increases \$281,525 from \$610,475 to \$892,000
 - Food and Beverage Concession revenue decreases \$326,820 from \$3,589,820 to \$3,263,000
- Federal revenue increases \$10,748,556 from \$240,000 to \$10,988,556. This increase represents COVID-19 related federal stimulus funds. The use of these funds serves to partially mitigate increases in airline rates and charges due to expected lower passenger traffic. The goal of adding stimulus funds is to help the Airport maintain competitive rates (when compared to other airports) charged to the airlines serving MKE in an effort to further stimulate air service at MKE as passenger activity continues to rebuild beyond the COVID-19 pandemic.

Expenditures changes:

Given the Airport's large infrastructure footprint to be maintained and that the facility must be open and available to the traveling public on a continuous basis, many of the Airport's costs to operate are fixed in nature. Within that framework, there were expenditure reductions in the 2021 Budget. As passenger traffic has begun to rebound and continues to rebuild, many expenditure reductions implemented in the 2021 Budget now need to be restored in the 2022 Budget.

Significant Major Expenditure changes are as follows:

- Personnel Services increase \$318,999 from \$27,245,882 to \$27,564,881. With the rebuilding of passenger traffic that continues to occur, it is necessary to reduce the Airport vacancy and turnover level from 2021 to 2022 and fill previously held vacant positions to meet demand and passenger expectations. The increased expenditures in 2022 for filling positions that were previously held vacant and adding new positions is substantially offset by the reduction in budgeted fringe costs.
- Operation Costs increase \$788,078 from \$26,458,674 to \$27,246,752. This represents restoration of expenditure cuts implemented in 2021 mainly in contractual services such as bringing repair and maintenance levels back up, and restoring expenditures for multiple professional services contracts. Two notable additional areas of contractual services for 2022 are purchasing up to \$250,000 of supplemental engineering support in addition to the services offered through the Department of Administrative Services – Architecture and Engineering and Environmental Services (DAS AE&ES). The other area of contractual spend is for environmental and legal services related to Per and Polyfluoroalkyl Substances (PFAS) for approximately \$325,000.
- Debt and Depreciation decreases \$739,639 from \$23,352,966 to \$22,613,327 based on a combination of expected depreciation expense and debt service principal and interest for the repayment of long-term Airport revenue bond debt.
- Crosscharges from other Milwaukee County departments for services provided to the Airport increase \$221,529 from \$15,087,952 to \$15,309,481. The increases are primarily for Sheriff Services, Fleet Management, and Insurance Services procured through the Department of Administrative Services Risk Management Division.

The Airport continues to procure vehicles and/or equipment through the Milwaukee County Department of Transportation Fleet Management Division. The Airport continues to coordinate with the Milwaukee County Highways Division for street and curb repairs. These partnerships have proven effective in managing costs.

Contracts*

- Wildlife Mitigation Services. The Airport must provide for wildlife mitigation services in the vicinity of MKE to ensure the safety of the traveling public from animals that could interfere with flight. This is also a component of federal regulatory compliance. The Airport intends to enter into a multi-year contract with the United States Department of Agriculture (USDA) for provision of wildlife mitigation and related services. The expected length of this contract is three years at an approximate annual cost of \$200,000.

* Multi-year contracts requiring the expenditure of funds from future fiscal years or contracts that cannot be fully encumbered by a currently adopted budget(s) must be approved by the County Board. Contracts that provide for options to extend into future fiscal years using funds from adopted fiscal years may be extended if the option to extend the contract vests in the County, either jointly or in its sole discretion, the authority to exercise the option. The exercise of such options can only occur if funds for the extension can be fully encumbered in the currently adopted budget(s).

Strategic Program Area 2: MKE Regional Business Park

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,117,249	\$1,084,328	\$803,519	\$1,325,904	\$522,385
Revenues	\$500,312	\$799,874	\$773,000	\$602,250	(\$170,750)
Tax Levy	\$616,937	\$284,454	\$30,519	\$723,654	\$693,135
FTE Positions	1.0	1.0	1.0	1.0	0.0

" Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the MKE Business Park. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall \$0 property tax levy for the County's Airport System.

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Leased Buildings	23	28	27	27
Occupied Buildings	42	43	45	39
Vacant Buildings	18	9	3	7
Vacancy Percentage	30.0%	17.3%	6.3%	15.2%

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Occupancy Rate	70.0%	82.7%	93.8%	84.8%

Strategic Overview:

The MKE Regional Business Park is the former 440th Air Reserve Base. By the end of 2022, the MKE Business Park will consist of 46 buildings on 102 acres. The property is located in the City of Milwaukee adjacent to MKE Airport, at the intersection of South Howell Avenue and East College Avenue. The MKE Regional Business Park Service Area is responsible for the rental and maintenance of existing facilities for aviation, Airport use, and related business services.

Strategic Implementation:

For 2022, the estimated airline subsidy for this service area increases \$693,135 from \$30,519 to \$723,654. Expenditures increase for the MKE Regional Business Park due primarily to the following: increasing repair and maintenance costs for buildings and grounds, additional depreciation expense for capitalized improvements for occupied buildings, and building demolition. At the same time, expected revenues from building rental are decreasing.

For future years, there will be a continued focus on removing aged buildings and structures within the MKE Regional Business Park. Many of the facilities are at the end of or beyond their useful life and require substantial investment. Rebuilding these facilities is expected to be far more costly than any income that would be generated from renting them and is not considered a high priority use of the Airport's limited financial resources.

Strategic Program Area 3: LJ Timmerman General Aviation

Service Provision: **Committed**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$617,101	\$531,497	\$719,664	\$692,046	(\$27,618)
Revenues	\$262,890	\$245,290	\$237,303	\$255,133	\$17,830
Tax Levy	\$354,211	\$286,207	\$482,361	\$436,913	(\$45,448)
FTE Positions	2.0	2.0	2.0	3.0	1.0

" Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport users to operate the Lawrence J. Timmerman Airport and the MKE Business Park. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall \$0 property tax levy for the County's Airport System.

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Based Aircraft	99	105	105	105

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Aircraft Takeoffs/Landings	33,992	25,544	22,775	30,593*

2022 – Set at 90% of 2019 actual of 33,992.90 =30,593*

Strategic Overview:

Timmerman is located on the northwest side of Milwaukee and is the General Aviation (GA) reliever airport in Milwaukee County's airport system. Airline lease agreements govern revenues and expenditures associated with the operation of LJT.

Strategic Implementation:

A long-term master plan process for LJT began in mid-2021. At the conclusion of the Timmerman Master Plan, future qualifying Timmerman based projects will be eligible for federal and state funding. The 2022 Budget results in a subsidy to LJT of \$436,913 from airlines serving MKE.

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Cost	\$1,424,157	\$1,358,358	\$1,565,505	\$1,648,566	\$83,061
Operation Costs	\$89,294	\$91,880	\$136,151	\$189,721	\$53,570
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$2,870	\$0	\$5,000	\$5,000	\$0
Interdepartmental. Charges	\$373,301	\$394,818	\$315,764	\$316,623	\$ 859
Total Expenditures	\$1,889,622	\$1,845,056	\$2,022,420	\$2,159,910	\$137,490
Revenues					
Direct Revenue	\$359,046	\$283,856	\$181,000	\$235,000	\$54,000
Intergovernmental Revenue	\$6,540	\$6,540	\$6,000	\$20,000	\$14,000
Indirect Revenue	\$1,261,964	\$1,715,370	\$1,551,081	\$1,620,760	\$69,679
Total Revenues	\$1,627,567	\$2,005,766	\$1,738,081	\$1,875,760	\$137,679
Tax Levy	\$262,055	(\$160,710)	\$284,339	\$284,150	(\$ 189)
Personnel					
Full-Time Pos. (FTE)	12.0	12.0	12.0	12.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$26,378	\$26,376	(\$ 2)
Overtime \$	\$23,975	\$4,240	\$0	\$30,655	\$30,655

Department Mission:

Transportation Services Division will strive to provide the highest level of service on County Trunk Highways (CTH) within Milwaukee County, giving motorists access to safe, functional roadways at the lowest possible cost. Transportation Services Division provides cost-effective planning, design, and implementation services necessary to maintain and enhance the safety and efficiency of the County’s highways, bridges, and traffic control facilities.

Department Description:

Transportation Services Division provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges, including traffic signals.

Major Changes in FY 2022

None.

Strategic Program Area 1: Transportation Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,889,622	\$1,845,056	\$2,022,420	\$2,159,910	\$137,490
Revenues	\$1,627,567	\$2,005,766	\$1,738,081	\$1,875,760	\$137,679
Tax Levy	\$262,055	(\$160,710)	\$284,339	\$284,150	(\$ 189)
FTE Positions	12.0	12.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of CTH projects completed	N/A	2 \$3,153,900	1 \$6,980,000	2 \$8,125,000
Number of bridge projects completed	N/A	0 \$0	0 \$0	6 \$7,871,200
Number of traffic projects completed	N/A	3 \$797,100	0 \$0	1 \$1,154,100
Total Number of Projects Completed	N/A	5 \$3,951,000	1 \$6,980,000	9 \$17,150,300

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percentage of County-owned vehicular bridges rated fair or above *	98.1%	98.1%	95.0%	95.0%
Percentage of CTH pavement rated fair or above **	91.9%	91.9%	90.0%	90.0%
Percentage of projects completed on time	100.0%	100.0%	100.0%	100.0%

*Sufficiency Rating is based on bridge inspections provided to WisDOT. A bridge rated under 50 on a 100-point scale would qualify as a bridge in less than fair condition requiring replacement.

**Pavement Rating is based on pavement condition rating according to WisDOT specifications. A rate of 3 or less on a 10-point scale is less than fair condition.

Strategic Overview:

The Transportation Services Division provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges, including traffic signals. The Transportation Services Division consists of the following four (4) engineering areas:

5083 — TRANSPORTATION SERVICES

Department: **Department of Transportation — Transportation Services**

UNIT NO. **5083**

FUND: **General — 0001**

- Highway Engineering provides planning, operation and design for Highway Capital Improvement Projects and Local Road Improvement Projects as required by state law.
- Bridge Engineering provides planning, operation, and design of rehabilitation or replacement of existing County-owned bridges. As mandated by state law, Bridge Engineering oversees the biennial bridge inspections of all County-owned bridges and administers the Local Bridge Program for all municipality-owned bridges in Milwaukee County.
- Traffic Engineering provides planning, design, and implementation of projects needed to maintain and improve the safety, operational efficiency, and functional integrity of the County's highway network, including the projects in the, Congestion Mitigation and Air Quality Program (CMAQ), and Highway Safety Improvement Program (HSIP).
- Construction Engineering is responsible for field inspection, construction management, and contract administration of highway, bridge, and traffic projects.

Strategic Implementation:

There are no major programmatic changes for 2022. Service and staffing service levels remain consistent with the prior year.

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$11,657,871	\$10,467,626	\$12,900,273	\$12,468,112	(\$432,161)
Operation Costs	\$1,815,036	\$1,848,130	\$2,119,282	\$2,431,846	\$312,564
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$14,185	\$250,369	\$373,361	\$373,361	\$ 0
Interdepartmental	\$7,387,208	\$6,879,876	\$7,831,350	\$8,858,824	\$1,027,474
Total Expenditures	\$20,874,300	\$19,446,001	\$23,224,266	\$24,132,143	\$907,877
Revenues					
Direct Revenue	\$39,317	\$15,894	\$171,000	\$171,000	\$ 0
Intergovernmental	\$20,432,024	\$18,111,195	\$21,991,000	\$22,898,877	\$907,877
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Local VRF Revenues	\$1,062,266	\$1,062,266	\$1,062,266	\$1,062,266	\$ 0
Total Revenues	\$21,533,607	\$19,189,355	\$23,224,266	\$24,132,143	\$907,877
Tax Levy	(\$659,307)	\$256,646	\$ 0	\$ 0	\$ 0
Personnel					
Full-Time Pos. (FTE)	128.0	117.2	118.2	118.2	0.0
Seasonal/Hourly/Pool \$	\$0	\$13,237	\$28,208	\$28,208	\$ 0
Overtime \$	\$847,090	\$443,487	\$849,228	\$788,878	(\$60,350)

Department Mission:

The Highway Maintenance Division will strive to provide the highest level of service and maintenance on expressways, as well as State and County trunk highways within Milwaukee County, giving motorists access to safe, functional roadways at the lowest possible cost. The Highway Maintenance Division provides cost-effective implementation services necessary to maintain and enhance the safety and efficiency of the County's highways, bridges, and traffic control facilities.

Department Description:

As part of the Department of Transportation, the Highway Maintenance Division maintains County Trunk Highways, State Trunk Highways, and Expressways, carrying out activities that include winter plowing/salting/de-icing, mowing, litter pick-up, sign maintenance/replacement, streetlight and signal maintenance, and pavement repair. The Division also funds the inspection of County-owned bridges.

Major Changes in FY 2022

There are no major programmatic changes for 2022. \$1,062,266 of revenue from the current \$30 Milwaukee County Vehicle Registration Fee (VRF) is budgeted in Highway Maintenance.

5100 — HIGHWAY MAINTENANCEDepartment: **Department of Transportation — Highway Maintenance**UNIT NO. **5100**FUND: **General — 0001****Strategic Program Area 1: Highway Maintenance**Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$20,874,300	\$19,446,001	\$23,224,266	\$24,132,143	\$907,877
Revenues	\$21,533,607	\$19,189,355	\$23,224,266	\$24,132,143	\$907,877
Tax Levy	(\$659,307)	\$256,646	\$ 0	\$ 0	\$ 0
FTE Positions	117.2	118.2	118.2	118.2	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Highway Lane Miles Maintained				
County Trunk Highways Maintained (Lane Miles)	303	303	303	303
State Trunk Highways Maintained (Lane Miles)	719	719	719	719
Expressways Maintained (Lane Miles)	1,240	1,240	1,240	1,240
Winter Maintenance Operation				
Major winter event (defined as requiring 100 tons or more of salt)	26	25	20	20

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Cost per Lane Mile of Maintaining County Trunk Highways*	\$8,421	\$10,412	\$13,315	\$12,853
Cost per Lane Mile of Maintaining State Highways**	\$8,871	\$9,045	\$9,790	\$10,023

*Calculated by dividing the total cost of maintaining Milwaukee County Trunk Highways by the number of Milwaukee County Trunk Highway lane miles maintained.

**Calculated by dividing the total cost of maintaining State Trunk Highways and Expressways located in Milwaukee County by the number of State lane miles maintained.

Strategic Overview:

The Highway Maintenance service area is responsible for providing State and County Highway maintenance. State Highway Maintenance provides general and winter maintenance on the expressways and state trunk highways within Milwaukee County. State highway maintenance costs are currently fully reimbursed pursuant to agreements with the State of Wisconsin Department of Transportation. The reimbursement program is based on labor costs, machinery

5100 — HIGHWAY MAINTENANCE

Department: **Department of Transportation — Highway Maintenance**

UNIT NO. **5100**

FUND: **General — 0001**

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 2022. Service and staffing service levels remain relatively consistent with the prior year.

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$3,672,108	\$4,186,761	\$5,006,728	\$5,248,016	\$241,288
Operation Costs	\$2,911,358	\$4,130,621	\$4,404,609	\$3,563,697	(\$840,912)
Debt & Depreciation	\$4,072,571	\$4,217,764	\$4,599,664	\$7,458,875	\$2,859,211
Capital Outlay	\$210,911	\$161,606	\$325,090	\$325,090	\$ 0
Interdepartmental. Charges	\$2,002,443	\$1,391,037	\$1,508,968	\$1,437,495	(\$71,473)
Total Expenditures	\$12,869,391	\$14,087,789	\$15,845,059	\$18,033,173	\$2,188,114
Revenues					
Direct Revenue	\$251,693	\$213,980	\$62,000	\$62,000	\$ 0
Intergovernmental Revenue	\$13,833	\$0	\$16,000	16,000	\$ 0
Indirect Revenue	\$13,308,758	\$14,805,669	\$16,668,316	\$18,750,941	\$2,082,625
Total Revenues	\$13,574,284	\$15,019,649	\$16,746,316	\$18,828,941	\$2,082,625
Tax Levy	(\$704,893)	(\$931,860)	(\$901,257)	(\$795,768)	\$105,489
Personnel					
Full-Time Pos. (FTE)	34.0	47.0	47.0	51.0	4.0
Seasonal/Hourly/Pool \$\$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$50,048	\$103,571	\$109,992	\$150,000	\$40,008

Department Mission:

Fleet Management is committed to providing a comprehensive fleet management program, including structured purchasing and preventive maintenance, that provides cost-effective customer service to all County departments that use the vehicles and equipment.

Department Description:

The Fleet Management Division purchases, maintains, repairs, and disposes, vehicles and equipment used by Milwaukee County departments. Keys to this program include minimizing vehicle and equipment downtime, providing a preventative maintenance program, and educating users on safe operation and daily maintenance. This Division provides four main functions: Equipment Repairs, Inventory Management, Equipment Coordination, and Facility Management.

- **Equipment Repairs** maintains and manages approximately 2,400 vehicles and pieces of equipment ranging from fairway mowers and squad cars, to wheel loaders, tandem axle trucks, rotary plows, and combo units that are used in operations like snow removal on the freeway system and at General Mitchell International Airport (GMIA).
- **Inventory Management** maintains and manages a repair parts inventory of approximately \$1.5 million for all Milwaukee County vehicles and equipment. Inventory Management operates four (4) conveniently located fueling

sites, supplying over 800,000 gallons of fuel annually as well as fuel inventory in 20 above-ground storage tanks in Parks service yards.

- **Equipment Coordination** researches and develops the specifications for purchasing new vehicles and equipment and works with user departments to ensure the correct piece of equipment is purchased and equipment utilization is maximized. Fleet Management hosts and coordinates an annual public auction of used equipment for Milwaukee County and other surrounding municipalities.
- **Facility Management** maintains a 270,000 square feet vehicle repair and parking garage, MCDOT Administration building, Sheriff's Patrol Substation, 20,000-ton salt dome, salt brine production facility, and multiple storage garages.

Major Changes in FY 2022

- The 2022 Fleet budget includes a net increase of four (4) positions: create one (1) Manager Grounds Facility, create one (1) Facilities Grounds Worker 1 NM, create one (1) Body and Paint Tech. Additionally, one (1) position of Lead Mechanic is include per 2020 file 20-749. The purpose of the new positions is to maintain and clean the MCDOT site including the Administration Building, Sheriff Patrol Substation, Central Repair Garage, and Central Parking Garage. A portion of these increases is offset by a decrease in a cleaning and maintenance contract. The addition of the Body and Paint Technician will allow for repairing more accident damage within our facility rather than outsourcing the work.
- The expenditure variance of \$2,859,211 is due to an increase in the amortization of debt service changing from 7 years to 4 years to match the borrowed bond, rather than matching vehicle and equipment useful life.

Strategic Program Area 1: County Fleet Maintenance

Service Provision: **Administrative, Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$12,869,391	\$14,087,789	\$15,845,059	\$18,033,173	\$2,188,114
Revenues	\$13,574,285	\$15,019,649	\$16,746,316	\$18,828,941	\$2,082,625
Tax Levy	(\$704,894)	(\$931,860)	(\$901,257)	(\$795,768)	\$105,489
FTE Positions	34.5	47.0	47.0	51.0	4.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Weekly Ready for Use (RFU)	92%	93%	96%	96%
Monthly on Time Scheduled Maintenance Completion	54%	58%	60%	70%
Vehicles Exceeding Replacement Criteria ^{2, 3,4}	278	283	150	150
Vehicles Underutilized ^{1, 2,4}	133	102	95	90

¹ Criteria for the use of Fleet vehicles can be found in the Milwaukee County Ordinance Chapter 56.22.

² This number excludes specialized vehicles which will be retained.

³ The replacement schedule is 4 yrs. for Sheriff marked squad cars, 7 yrs. for sedans and light duty vehicles, and 12 yrs. for large equipment and mowing equipment.

⁴ The vehicles exceeding replacement criteria and fall under the vehicles underutilized will be considered for possible removal from the fleet.

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Repair Work Orders	6,424	11,019	9,000	11,000
Preventative Maintenance Work Orders	1,228	1,521	1,575	1,700
Vehicles / Equipment replaced	156	74	150	150

Strategic Overview:

Fleet Management’s long-term goal is to have a readily available, right sized fleet for all County user departments.

Strategic Implementation:

This service is provided with 51.0 Full Time Equivalent (FTE) positions. Overall expenditures increase due to the addition of 4 FTE positions.

5300 — FLEET MANAGEMENTDepartment: **Department of Transportation — Fleet Management**UNIT NO. **5300**FUND: **General — 0001**

There is a \$2,600,224 in debt repayment increase for equipment previously purchased. Fleet Management's auction revenue will be utilized for debt reserve.

2022 VEHICLE ROLLING STOCK ON & OFF-ROAD ALLOTMENT PER DEPARTMENT	
DEPARTMENT	TOTAL
Airport (GMIA)	250
Behavioral Health Division (BHD)	10
District Attorney (DA)	17
Office of Emergency Management	3
DAS A&E Environmental Services	1
Information Management Services Division (IMSD)	3
DAS-Facilities Management **	60
House of Correction (HOC)	49
MCDOT – Directors Office	1
MCDOT – Fleet Management ***	21
MCDOT - Highway	
MCDOT – Transportation Services	4
Medical Examiner	4
Parks *	561
Sheriff	125
Zoo	26
TOTAL	1,279

* Includes all mowing equipment

** Includes vehicles for the Architectural & Engineering division

*** Fleet Management also maintains motor pool vehicles and equipment.

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$ 0
Operation Costs	\$148,609,582	\$142,823,683	\$155,544,540	\$156,674,122	\$1,129,582
Debt & Depreciation	\$4,064,581	\$4,550,784	\$3,492,953	\$3,492,953	\$ 0
Capital Outlay	\$416,601	\$1,276,324	\$290,000	\$386,000	\$96,000
Interdepartmental Charges	\$2,152,315	\$2,006,629	\$3,174,734	\$3,323,688	\$148,954
Total Expenditures	\$155,243,079	\$150,657,420	\$162,502,227	\$163,876,763	\$1,374,536
Revenues					
Direct Revenue	\$39,002,282	\$20,078,388	\$35,602,954	\$29,597,583	(\$6,005,371)
Intergovernmental Revenue	\$89,635,250	\$104,210,765	\$103,599,634	\$110,698,950	\$7,099,316
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Local VRF Revenues	\$16,186,470	\$15,831,158	\$16,014,577	\$16,151,142	\$136,565
Total Revenues	\$144,824,002	\$140,120,311	\$155,217,165	\$156,447,675	\$1,230,510
Tax Levy	\$10,419,077	\$10,537,109	\$7,285,062	\$7,429,088	\$144,026

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 provided by Milwaukee County.

Major Changes in FY 2022

There are no major changes to transit/paratransit services primarily due to the availability of Federal funds designated for the response to and recovery from the pandemic caused by the Coronavirus Disease-2019 (COVID-19). After the pandemic was declared, Congress, passed the Coronavirus Aid, Relief, and Economic Security Act (CARES) of 2020, resulting in \$54.9 million being distributed to MCTS. In early 2021, the Coronavirus Response and Relief Supplemental Appropriations Act passed providing an additional \$52.9 million, followed by the American Rescue Plan Act (ARPA) of 2021, which provided another \$83.6 million for a total of over \$191 million for MCTS. In response to the availability of these one-time Federal funds, the State Legislature voted to cut State support for MCTS by \$32.7 million. As such, 85% of these Federal funds will be committed and as much as 75% fully spent down by the end of 2022.

Strategic Program Area 1: Paratransit

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$16,768,842	\$11,731,702	\$17,150,983	\$17,227,012	\$76,029
Revenues	\$14,499,156	\$11,255,844	\$14,935,609	\$11,815,360	(\$3,120,249)
Tax Levy	\$2,269,686	\$475,858	\$2,215,374	\$5,411,652	\$3,196,278

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Van Trips per Hour	2.04	1.92	1.93	1.90
Van Ridership	437,466	235,783	431,567	437,466
Agency Ridership	13,643	2,858	14,092	0
Taxi Ridership	62,500	36,378	62,500	62,500
Total Ridership	513,609	275,019	508,159	499,966
Individualized Travel Training	87	25	50	50

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Van Service On-Time Performance	93.7%	97.1%	94%	94%
Van Cost per Ride (provider)	\$29.29	\$38.31	\$30.20	\$30.56
Agency Cost per Ride (provider)	\$10.66	\$11.83	\$14.01	\$0
Taxi Cost per Ride (provider)	\$12.28	\$12.59	\$12.80	\$12.87
Total Cost per Ride (incl. admin.)	\$32.15	\$41.76	\$33.20	\$33.93

Strategic Overview:

Transit Plus is Milwaukee County's paratransit program. There are over 8,400 registered Transit Plus participants who are Americans with Disabilities Act (ADA) paratransit eligible. MCTS contracts with paratransit service companies to provide rides to persons with disabilities border-to-border in the County following strict requirements of the ADA.

Strategic Implementation:

2022 ridership is projected to be similar to ridership in 2019 with overall costs increasing by less than 1% primarily due to inflationary adjustments in paratransit vendor contracts that are tied to changes in the U.S. consumer price index. In 2022, MCTS will 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.

Strategic Program Area 2: Fixed Route

Service Provision: Mandated

Strategic Outcome: Quality of Life

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$138,474,238	\$138,925,719	\$145,351,245	\$146,649,750	\$1,298,505
Revenues	\$130,324,847	\$128,864,467	\$140,281,556	\$144,632,315	\$4,350,759
Tax Levy	\$8,149,391	\$10,061,252	\$5,069,689	\$2,017,435	(\$3,052,254)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Buses in Fleet	394	390	355	350
Buses in Peak Hour	320	293	296	290
Bus Miles	17,965,918	16,474,876	17,650,259	17,604,340
Miles / Bus	45,599	42,243	49,719	50,298
Bus Hours	1,371,441	1,288,278	1,348,128	1,361,171
Passengers	26,447,214	15,595,089	24,949,669	20,021,743
Passenger Revenue	\$31,475,475	\$15,588,247	\$27,694,132	\$22,224,135
Revenue per Passenger	\$1.19	\$1.00	\$1.11	\$1.11

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Farebox Recovery Ratio*	23.9%	11.9%	20.1%	16.0%
Passengers per Bus Hour	19.3	12.1	18.5	14.7
Cost per Bus Hour	\$100.97	\$107.84	\$107.82	\$107.61
Cost per Passenger	\$5.24	\$8.91	\$5.83	\$7.32
Passenger Trips per Capita**	28	16.4	26.2	21.2

Definitions: * Farebox Recovery Ratio is calculated as the ratio of total expenses covered by total passenger fares

** Passenger trips per capita is calculated by dividing annual passenger trips by the population of Milwaukee County (service area)

Strategic Overview

There are no service reductions or fare increases for 2022 due largely to the availability of one-time Federal funding. Transit operating budget expenses increase by about 1% as bus hours increase by 1% due to nominal revisions to services levels. Under MCTS NEXT, community engagement shaped the final changes to the MCTS NEXT map that preserved service in communities of color that were previously considered for elimination in the name of cost neutrality. Budget to budget inflationary cost increases and wage hikes that normally increase expense lines are being countered by lower costs for fuel and fringe benefits. Favorable fuel futures pricing during the pandemic cut fuel expenses by \$750,000 and a \$1.6 million decrease in pension, OPEB and medical costs help to control total expenses.

On the revenue side, the one-time Federal funding available to MCTS helped to neutralize a few significant decreases reflected in the 2022 budget versus 2021.

- Passenger fares were reduced by approximately \$5.5 million because passengers did not return in 2021 at the rate previously anticipated, and the one-year outlook still projects a total count of passengers for 2022 that is lower than experienced pre-pandemic.
- As stated earlier, the State Legislature reduced its support for MCTS by \$32.7 million in 2022. A decrease in this funding was reflected in transit/paratransit budgets. In both instances, Federal funds covered the gap.

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 2022:

- 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) The expected transit revenue streams from passenger revenue, and Federal, State and local sources is not indexed to inflation. A gradual increase in ridership towards pre-COVID levels is anticipated in 2022, but MCTS still anticipates using Federal funds allocated by Congress during the COVID pandemic to fill a passenger revenue gap. As stated earlier, it is estimated that at least 75% (or roughly \$143.25 million) of the \$191 million allocated to MCTS will be utilized by the end of 2022. Federal funds should be sufficient through 2023, but preparing a 2024 budget that maintains current service levels is dependent upon ridership returning. Otherwise, a budget gap of \$15 million to \$25 million can be anticipated.

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:

2022 will require focus and commitment on many fronts. It will be the first full year of MCTS NEXT. The year will begin with negotiations with the Amalgamated Transit Union Local #998 over a new multi-year collective bargaining agreement (CBA). The County's first Battery Electric Buses (BEBs) dedicated for use on the East-West Bus Rapid Transit (BRT) Line will be delivered. eProject development will begin for the expansion efforts to enhance transit in the North-South 27th Street Corridor. Each of these initiatives are described in more detail below.

MCTS NEXT: In 2020, the MCTS NEXT System Redesign Project and System Map was adopted by the County Board. In turn, MCTS implemented the MCTS NEXT system redesign in three phases beginning in March 2021 and continuing in June and August. 2022 will mark the first year of implementation for the new route design, which focused on expanding high frequency service, extending routes to unserved or under-served job centers, removing lightly used bus

stops to speed up travel, and simplifying the route network to make it easier for riders to understand. In part, these actions were intended to advance racial equity by increasing access for people of color to employment, education, healthcare, grocery stores, and other essential destinations.

CBA: The existing CBA with ATU expires on March 31, 2022. MCTS and ATU leaders will negotiate towards a new multi-year CBA. In 2021, workforce issues had a major impact on many employers, including MCTS. Bus operator turnover has been high, while attendance has been low. Efforts to counter these issues included various recruitment strategies, such as using virtual job fairs, increasing the training pay rate, adding sign-on bonuses, and referral bonuses. Training of a new bus operator can take up to 6 weeks. To bring more recruits through training, back-to-back classes have been added to provide more training opportunities than were offered in previous years.

BEBs and E-W BRT: In 2022, station construction will be completed and delivery of 11 Battery Electric Buses (BEBs) is anticipated before October. The 2022 budget reflects changes associated with the start-up of the BRT route in the fall of 2022. The elimination of MCTS GoldLine will be replaced by the BRT from Downtown Milwaukee to the Milwaukee Regional Medical Center (MRMC). Service to/from Brookfield Square will include an extension of Waukesha Route 1.

Project Development for North-South Transit Enhancement: Milwaukee County and MCTS were scheduled to complete a feasibility study for transit enhancements in the 27th Street transit corridor in 2021. The next step towards advancing the project from study to development is to make application with the Federal Transit Administration (FTA) for consideration of a future Capital Investment Grant (CIG), and to initiate an environmental review process. Approval of the use of \$20 million in one-time Federal funds for project development is a critical next step. Under project development, public engagement that reaches riders, stakeholders, businesses, and elected officials will continue. The outcome of this engagement will result in engineering and design to meet the needs of the community and the standards for environmental review established by the FTA.

5600 — TRANSIT/PARATRANSIT SYSTEM

Department: **Department of Transportation — Transit**

UNIT NO. **5600**

FUND: **Enterprise — 0083**

FARE TABLE

Fare Name	Current Fare	Proposed Fare	Comment
Cash Fares			
Adult	\$2.25	\$2.25	No change
Premium	\$3.50	\$3.50	No change
Concession (Half-Fare)	\$1.10	\$1.10	No change
Concession Premium Fare	\$1.60	\$1.60	No change
M-Card/Stored Value Fares			
Adult Single Ride	\$2.00	\$2.00	No change
Premium Single Ride	\$2.50	\$2.50	No change
Concession (Half-Fare)	\$1.10	\$1.10	No change
Concession Premium Fare	\$1.60	\$1.60	No change
Pass Fares			
1-Day Adult Pass	\$4.00	\$4.00	No change; purchased at ready fare outlet
1-Day Adult Pass	\$5.00	\$5.00	No change; loaded on smartcard at farebox
1-Day Premium Pass	\$6.00	\$6.00	No change
1-Day Concession Pass	\$2.00	\$2.00	No change
1-Day Prem. Concession Pass	\$2.00	\$2.00	No change
3-Day Adult Pass	\$12.00	\$12.00	No change
3-Day Premium Pass	\$18.00	\$18.00	No change
3-Day Concession Pass	\$6.00	\$6.00	No change
3-Day Concession Premium Pass	\$9.00	\$9.00	No change
7-Day Adult Pass	\$19.50	\$19.50	No change
7-Day Premium Pass	\$27.00	\$27.00	No change
7-Day Concession Pass	\$11.00	\$11.00	No change
7-Day Premium Concession Pass	\$15.00	\$15.00	No change
31-Day Adult Pass	\$72.00	\$72.00	No change
31-Day Premium Pass	\$96.00	\$96.00	No change
31-Day Concession Pass	\$32.00	\$32.00	No change
31-Day Premium Concession Pass	\$45.00	\$45.00	No change
Other Special Fares			
Student 5-Day Pass	\$17.50	\$17.50	No change
U-PASS Semester Pass	\$50.00	\$50.00	No change
Commuter Value Pass (quarterly)	\$220.00	\$220.00	No change
New Freedom Pass	\$2.00/day	\$2.00/day	No change
Transfer -encoded on rider's MCard	Free	Free	No change
M-Card Lite: One Ride/Two Ride	\$2.25/\$4.25	\$2.25/\$4.25	No change; Fare form for eligible social service agencies/non-profits
Mobile App Day Pass	\$5.00	\$5.00	No change
Mobile App Single Ride (90 minute)	\$2.00	\$2.00	No change
Paratransit Fare	\$4.00	\$4.00	No change (per one-way trip)
GO Pass	\$2.00/day	\$2.00/day	No change

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$950,440	\$950,613	\$1,024,789	\$1,128,354	\$103,565
Operation Costs	\$1,068,218	\$1,533,637	\$132,962	\$132,962	\$0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$7,500	\$7,500	\$0
Interdepartmental. Charges	(\$745,764)	(\$781,845)	(\$898,412)	(\$859,457)	\$38,955
Total Expenditures	\$1,272,894	\$1,702,405	\$266,839	\$409,359	\$142,520
Revenues					
Direct Revenue	\$489,075	\$356,982	\$266,839	\$297,974	\$31,135
Intergovernmental Revenue	\$963,047	\$2,192,107	\$0	\$111,385	\$111,385
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,452,122	\$2,549,089	\$266,839	\$409,359	\$142,520
Tax Levy	(\$179,228)	(\$846,684)	\$ 0	\$ 0	\$ 0
Personnel					
Full-Time Pos. (FTE)	8.0	8.0	7.0	8.0	1.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$ 0
Overtime \$	\$0	\$1,134	\$0	\$0	\$ 0

Department Mission:

The mission of the Department of Transportation (DOT) - Director's Office is to provide essential management and support services to DOT Divisions through oversight, coordination, and technical assistance

The DOT consists of the following Divisions: The Director's Office, Transit/Paratransit, Fleet Management, Airport, Highway Maintenance and Transportation Services.

Department Description:

The DOT-Director's Office is responsible for the management of DOT's administrative functions, transportation planning and transit system oversight. Administrative functions include:

- Establishment and implementation of department policies and procedures
- Personnel administration
- Accounting
- Budgeting
- Training
- General public information services

5800 — TRANSPORTATION DIRECTOR'S OFFICE

Department: **Department of Transportation — Director's Office**

UNIT NO. **5800**

FUND: **General — 0001**

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.

Major Changes in FY 2022

- The 2022 Budget includes the addition of a Transportation and Planning Manager. This position was a current year create in File 21-602 in the July cycle of 2021. The expenditures and revenues are included on the 2022 budget to support the position.

Strategic Program Area 1: Director of Transportation

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,272,894	\$1,702,406	\$266,839	\$409,359	\$142,520
Revenues	\$1,452,122	\$2,549,089	\$266,839	\$409,359	\$142,520
Tax Levy	(\$179,227)	(\$846,683)	\$0	\$0	\$0
FTE Positions	8.0	8.0	7.0	8.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined	0	0	0	0

Strategic Overview:

The DOT-Director’s Office continues the best practice of charging the DOT Divisions for the net cost of operating the Director’s Office after applying non-county revenue received for administration of the freeway towing program. Non-county revenue for administration of the freeway towing program has no change projected for 2022.

Strategic Implementation:

There are no major changes in 2022.

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DEPARTMENTAL NARRATIVES

HEALTH & HUMAN SERVICES FUNCTION

6300 — Mental Health Board – Behavioral Health Services

8000 — Department of Health & Human Services



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual ¹	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$65,217,429	\$64,542,498	\$69,725,086	\$59,533,097	(\$10,191,989)
Operation Costs	\$143,898,481	\$153,646,766	\$158,737,548	\$181,126,684	\$22,389,136
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$2,004	\$1,554,042	\$0	\$0	\$ 0
Interdepartmental. Charges	\$3,140,813	\$5,272,785	\$4,662,907	\$7,478,267	\$2,815,360
Total Expenditures	\$212,258,727	\$225,016,091	\$233,125,541	\$248,138,048	\$15,012,507
Revenues					
Direct Revenue	\$111,262,507	\$128,646,669	\$132,695,789	\$148,493,667	\$15,797,878
Intergovernmental Revenue	\$44,104,596	\$47,940,893	\$47,349,303	\$46,644,381	(\$704,922)
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$155,367,103	\$176,587,562	\$180,045,092	\$195,138,048	\$15,092,956
Tax Levy	\$56,891,624	\$48,428,529	\$53,080,449	\$53,000,000	(\$80,449)
Impact on Reserves Increase/(Decrease)	(\$2,222,803)	\$3,066,513	(\$226,697)	(\$9,079,730)	(\$8,853,033)
Personnel					
Full-Time Pos. (FTE)	485.6	476.6	489.9	429.4	(60.5)
Seasonal/Hourly/Pool \$	\$1,548,101	\$1,596,212	\$1,621,062	\$1,757,223	\$136,161
Overtime \$	\$2,825,822	\$3,041,787	\$817,308	\$1,215,697	\$398,389

Department Mission:

Together, creating healthy communities.

Department Vision:

Empowering safe, healthy, and meaningful lives.

Department Description:

The Behavioral Health Division (BHD) consists of Management and Support Services, Psychiatric Crisis ER/Observation, Adult and Child Acute Inpatient Services, Community Services Branch & Wraparound Milwaukee.

¹ Unaudited

Major Changes in FY 2022

2022 represents a major transition point for inpatient and psychiatric crisis service delivery at the Behavioral Health Division. The 2022 budget anticipates closure of Milwaukee County-operated inpatient services and Psychiatric Crisis Services (PCS) emergency room by June 2022. Inpatient services will transition to the new Granite Hills hospital operated by Universal Health Services in West Allis in 2021. Their first patient is expected to be admitted in September 2021 and full transition to UHS anticipated by mid-2022.

Psychiatric ER services (PCS) will shift to the new Mental Health Emergency Center (MHEC) in spring 2022. The MHEC is an innovative public-private partnership that looks to address the crisis mental health needs of vulnerable residents closer to where they live. It is an important step forward in continuing to evolve the mental health and substance abuse system in Milwaukee County. These changes will result in improved access to high-quality mental healthcare for those most in need of this care, with a significant increase in available capacity for inpatient psychiatric care, including specialty care for youth and elders, and a more centrally located crisis center in the MHEC that is literally minutes from the great majority of people historically served by PCS.

During this transition, BHD will rely on \$9.1m in reserve funds related to the following costs related to closure and transition to new care delivery models:

- \$1.2m for increased overtime, hourly, and other staffing costs to maintain safe staffing levels during closure
- \$1.5m in reduced inpatient revenue as the census scales down during the transition
- \$1.8m for retention and bonus payments to staff impacted by the hospital closure
- \$3.3m in operational startup costs for the MHEC joint venture
- \$1.0m for relocation of administrative staff
- \$0.2m reserve funds allocated to pilot CART mobile crisis team in collaboration with the Milwaukee County Sheriff's Office.

In addition to the transition of inpatient and ER services, BHD continues to expand and enhance community-based care:

- \$11.0m for continued expansion of CCS services for youth and adults.
- \$1.4m increase in CSP vendor rate expense to fund a rate increase for all CSP provider agencies.
- 15.0 FTE increase staffing for expansion of community crisis intervention services including enhancements to the Crisis Mobile Team and Team Connect.
- \$0.5m increase to IPS supported employment services for individuals struggling with substance abuse issues.
- Additional funding for mental health services in collaboration with area Federally Qualified Health Centers.

Strategic Program Area 1: Management & Support Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$285,240	\$2,939,970	(\$1,697,003)	\$3,631,030	\$5,328,033
Revenues	\$277,178	\$848,064	\$302,997	\$5,631,030	\$5,328,033
Tax Levy	\$8,062	\$2,091,906	(\$2,000,000)	(\$2,000,000)	\$ 0
FTE Positions	125.3	128.3	127.3	116.0	(11.3)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Impaneling requests processed	2,262	2,251	2,500	3,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Revenue dollars/fiscal staff	\$7,126,931	\$7,745,100	\$7,187,947	\$7,755,898
Patient revenue collected/Billed revenue	50.7%	56.0%	58.3%	65.6%

Strategic Overview:

Management and Support Services provides fiscal management, compliance, and administration.

Strategic Implementation:

Expenditures in this area are reduced from \$31.5m to \$26.1m due to anticipated savings and reductions from the hospital closure. These costs are allocated out to the other service areas.

A \$2.0m general expenditure reduction is added to this strategic area to budget cost savings or potential reserve contributions.

A Focus on Quality:

The Behavioral Health Division (BHD) will continue to strategically foster partnerships and participate in an enhanced and integrated community-based behavioral health system of care in 2022. Our vision will include the promotion of early crisis intervention and prevention, to enhance individuals’ access to care, while providing crisis options and community-based locations with warmer front doors. Our system of care supports strength-based interventions, is needs driven while ensuring linkages and coordination of a quality, and a value-based network of provider services. Ultimately, more individuals with behavioral health needs throughout Milwaukee County are served through financially sustainable models of care in support of the **"Right Care, Right Place, Right Time."**

BHD continues to transform into a community system of care in 2022 with an emphasis on:

- Racial equity.
- Quality and safety.

- Client experience of care.
- Streamlined access to help.
- Workforce development and training.
- Building trusting relationships with stakeholders.
- Building network service capacity.
- Identifying racial equity gaps, injustice, and broader community-based solutions.
- Long-term fiscal sustainability and cost efficiencies.

Behavioral Health Division (BHD) Quality Management Services continues to be strengthened in 2022 to assure ongoing excellence in the quality and safety of care to meet clients' needs. We define quality as a collective measure of excellence in BHD's (and our network) systems, processes, staff and provider performance, decisions, and human interactions. The overarching organizational aim we are undertaking in this and the next quality plan biennium is to align our quality program structure, management, and knowledge base to a customer-driven, performance based, innovation rewarding, and self-learning paradigm. BHD, our staff, partners, and the Milwaukee County Mental Health Board (MCMHB) continues to demonstrate a commitment to improving the health of clients and ultimately the health and wellness of our community.

To truly transform into a healthcare system of high reliability, excellent client experience, and quality and safety, the Behavioral Health Division (BHD) engages in purposeful activities in support of a quality journey. Mental Health Board governance and BHD Leadership remains committed to quality care and services, including increased efforts to delineate contract performance expectations and increased monitoring, fostering a culture of safety, and supporting a continuous learning environment with an on-going emphasis on performance improvement, decision, and action. Efforts to centralize BHD quality-related functions in collaboration with DHHS, with an emphasis on enhanced client outcomes, target goals, data, technology, and benchmarks are the hallmarks of these continued efforts. Investment in personnel to provide quality assurance and quality improvement activities are prioritized to strengthen BHD services, network quality, and performance. Activities to eliminate barriers and individual program and department silos in favor of an integrated system of care continue in 2022. The goals include strengthening the quality approach to increase operational efficiency, support an environment of safety, reduce cost, and create a community-based healthcare system.

Strategic Program Area 2: Psychiatric Crisis ER & Mental Health Emergency Center

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$17,405,736	\$17,258,314	\$17,511,295	\$21,217,450	\$3,706,155
Revenues	\$9,101,269	\$9,652,421	\$9,081,833	\$13,066,126	\$3,984,293
Tax Levy	\$8,304,467	\$7,605,893	\$8,429,462	\$8,151,324	(\$278,138)
FTE Positions	59.0	59.0	58.0	43.5	(14.5)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
<i>Psychiatric Emergency Department</i>				
PCS & MHEC Admissions	7,492	6,471	7,500	7,500

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percent of clients returning to PCS & MHEC within 30 days	26.1%	26.2%	24.0%	24.0%
Percent of Time on Waitlist Status	100%	100%	80%	70%

Strategic Overview:

Psychiatric Crisis ER/Observation includes:

- **Psychiatric Crisis Service (PCS) Emergency Room:** PCS is a 24-hour a day, seven days a week psychiatric emergency room. This component of BHD’s system of crisis services provides crisis intervention, face-to-face medical/psychiatric assessment, and acute treatment for individuals who are, or who believe themselves to be, in psychiatric emergency and in need of psychiatric assessment, treatment, and/or referral; this includes voluntary referrals from law enforcement and emergency detention referrals.
- **Observation Unit:** Consumers may be placed on Observation Status as an alternative to inpatient hospitalization when they are experiencing a mental health crisis and need brief intensive assessment and treatment. This unit is designed to provide crisis intervention and stabilization services that are less than 48 hours in duration.
- **Mental Health Emergency Center:** MHEC is a new psychiatric emergency room to replace PCS scheduled to open in mid-2022. The MHEC is an innovative public-private partnership that looks to address the crisis mental health needs of vulnerable residents closer to where they live.

Strategic Implementation:

Total expenses increase by \$3.7m. This includes a \$2.1m decrease in personnel services related to the closure, \$3.3m in operational startup costs (offset by reserve funding) for the Mental Health Emergency Center and \$3.5m for ongoing support of the MHEC during the partial year of operations, and \$0.8m for debt service costs related to the MHEC facility.

Strategic Program Area 3: Inpatient Services (Adult and Children)

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$36,357,099	\$38,311,861	\$37,405,387	\$31,619,580	(\$5,785,807)
Revenues	\$17,489,269	\$19,019,582	\$20,252,425	\$7,800,923	(\$12,451,502)
Tax Levy	\$18,867,830	\$19,292,279	\$17,152,962	\$23,818,657	\$6,665,695
FTE Positions	153.5	139.0	139.0	77.75	(61.25)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
<i>Acute Adult Inpatient</i>				
Average Daily Census	40.6	31.8	42	24
Number of Admissions	693	648	700	188
Number of Patient Days	14,809	11,603	16,100	4,320
Average Length of Stay (Days)	23	17.5	23	23
<i>Child and Adolescent Inpatient Services</i>				
Average Daily Census	7.5	4.3	8	8
Number of Admissions	660	326	650	200
Number of Patient Days	2,731	1,569	3,000	900
Average length of Stay (Days)	4.1	4.7	4.5	4.5

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
<i>Acute Adult Inpatient</i>				
Percent of clients returning to Acute Adult within 30 days	9%	9.5%	10%	9%
Patients Responding Positively to Satisfaction Survey	71.5%	75.3%	75%	75%
<i>Child and Adolescent Inpatient Services</i>				
Percent of children who return to CAIS within 30 days	16.7%	8.5%	12%	9%
Patients Responding Positively to Satisfaction Survey	70.2%	73.2%	75%	75%

Strategic Overview:

BHD's inpatient services are provided in three licensed psychiatric hospital units with two programs. One program for adults and the other program is a specialized unit for children and adolescents. The 2022 budget anticipates two 16-bed adult units and one Child and Adolescent (CAIS) unit for individuals under 18. BHD will operate inpatient services until all inpatient care can be safely transitioned to the new Granite Hills facility operated by Universal Health Services in West Allis.

Strategic Implementation:

Inpatient expenditures decrease by \$5.7m due to reductions in staff, supply, and overhead costs related to the hospital closure. Revenue is decreased by \$12.5m in anticipation of reduced census during the final months of operations.

Other changes include \$2.6m anticipated payments to Granite Hills for inpatient care of uninsured clients after the closure of BHD inpatient Services. There is a \$1.3m increase to account for additional State Institute (Mendota & Winnebago) costs. This increase is funded through tax levy.

Strategic Program Area 4: Community Access to Recovery Services Division (CARS)

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$100,471,518	\$107,119,676	\$118,956,015	\$123,234,119	\$4,278,104
Revenues	\$71,530,371	\$88,068,086	\$89,285,082	\$100,048,263	\$10,763,181
Tax Levy	\$28,941,147	\$19,051,590	\$29,670,933	\$23,185,856	(\$6,485,077)
FTE Positions	102.3	105.8	115.1	145.1	30.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Unique Clients Served	10,049	10,072	10,500	10,500

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percent with any emergency room utilization	16.4%	14.77%	10.0%	10.0%
Percent Homeless	9.6%	6.27%	7.0%	6.0%
Percent Employed	19.04%	21.28%	19.0%	22.0%

Strategic Overview:

CARS consists of two program areas:

- Community Mental Health and Community Crisis Services
- Community AODA Services

Strategic Implementation:

Community Access to Recovery Services (CARS) is the community-based mental health and substance abuse system for adults in Milwaukee County. CARS provides a variety of services to help adults with behavioral health needs to achieve the greatest possible independence and quality of life by assessing individual needs and facilitating access to appropriate community services and supports. CARS is committed to fostering independence, choice, and hope for individuals by creating an array of services that are person-centered, recovery oriented, trauma informed, and culturally intelligent. The 2022 Budget sustains investment in community-based mental health care with an emphasis on recovery.

CARS: Community Mental Health and Community Crisis Services and CARS: Community AODA Services on the following pages are a subset of the Community Access to Recovery Services Division financials and program data listed above.

CARS: Community Mental Health and Community Crisis Services

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$84,756,346	\$92,009,164	\$102,996,533	\$109,750,509	\$6,753,976
Revenues	\$56,548,095	\$73,794,064	\$74,924,049	\$89,747,647	\$14,823,598
Tax Levy	\$28,208,251	\$18,215,100	\$28,072,484	\$20,002,862	(\$8,069,622)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
<i>Crisis Mobile Team</i>				
Mobiles Completed	5,445	4,892	3,600	6,000
<i>Targeted Case Management</i>				
Average Enrollment	1,305	1,035	1,600	1,600
<i>Community Support Program</i>				
Average Enrollment	1,298	1,297	1,300	1,400
<i>Comprehensive Community Services</i>				
Year-End Enrollment	1,225	1,499	1,750	2,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Average Satisfaction Survey Score (CCS) ²	81.50%	92.4%	78%	78%
Average Experience Survey Score (BHD) ³	N/A	4.13	4.00	4.00

Strategic Overview:

Community Mental Health and Crisis Services includes the following service options: Comprehensive Community Services (CCS), Targeted Case Management (TCM), Community Support Program (CSP), Community-Based Residential Facilities (CBRF), Access Clinic, Crisis Mobile Team (CMT), Community Assessment Response Team (CART), Community Consultation Team (CCT), Team Connect, Crisis Resource Centers (CRC), Crisis Stabilization Houses (CSH), and Community Linkage and Stabilization Program (CLASP).

² CCS client satisfaction survey scores are reported as the proportion of consumers who reported a “more positive experience”.

³ BHD client experience survey scores are reported as the average score on a five-point Likert scale, with 1 representing “strongly disagree” and 5 representing “strongly agree”

Strategic Implementation:

The 2022 Community Access to Recovery Services Division MH budget includes \$8.6m in expanded services. The primary driver of this increase is \$4.2m in expanded adult CCS services funded through Medicaid.

Other major enhancements include:

- \$1.4m increase in CSP vendor rate expense to fund a rate increase for all CSP provider agencies. This includes a rate increase for certified peer specialists and a performance-based incentive for provider agencies. These costs are offset by increased Medicaid and WIMCR revenue.
- BHD continues to support the use of Certified Peer Specialists as an integral part of service delivery teams. Peer Specialist costs are increased by \$0.5m to continue to support Team Connect and to expand to peer services like the Mental Health Emergency Center. The 2022 budget maintains funding for Parachute House (Peer Run Respite) and support services provided by Warmline, Inc. The budget also includes funding for the expansion of peer support services as a part of the CHC partnerships via the Office of Consumer Affairs and BHD funding dedicated to the completion of peer support trainings to have more trained peer specialists enter the job market.
- \$0.4m increase to support ongoing Community-Based Residential Facility and Adult Family home placements for individuals with complex needs.
- \$0.1m increased marketing costs for community-based crisis services to promote and inform the community of services offered, especially those provided by the adult and youth mobile teams, and engage vulnerable populations. This need was identified through engagement of frontline staff.
- \$0.1m increase for interpreter services in the CCS network. This will enable BHD to expand CCS services to a broader group of consumers.
- Wisconsin Medicaid Cost Report (WIMCR) and CCS cost report revenue is increased by \$5.6m. This impacts the following areas: Crisis Services, TCM, CSP, and CCS. Funding in 2022 will be based on the FY 2021 cost report.
- Community Aids funding is shifted between the following programs: CARS Admin, Community Support Program, Targeted Case Management, Detoxification Services, Contracted Crisis Services, Crisis Mobile Team, and Community Health Center Partnerships.

The following personnel adjustments are made to support adult community behavioral health services:

- The Children's Mobile Crisis Team (CMC) is combined with the Adult Crisis Mobile Team to form one cohesive unit capable of providing services across the lifespan. This will result in lower wait time and better overall service deliveries.
- 14.0 BHESC and 1.0 FTE Coordinator Psych Crisis positions are added to support the Crisis Mobile Team, 988 phone line, and Team Connect including support of the new Mental Health Emergency Center. These costs are partially offset by increased Medicaid and WIMCR revenue.
- 3.0 FTE added to support provider network management and continued CCS expansion.
- 2.0 FTE Mental Health Clinicians are created to support the Assisted Outpatient Treatment (AOT) program which is BHD's Community Support Program (CSP) offering services via the Assertive Community Treatment (ACT) model.
- 1.0 FTE Grant Management position to support ongoing grant reporting requirements and new grant awards.

Community Mental Health Financials by Major Program Area					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
<i>Crisis Mobile Team 6445, 6449</i>					
Expense	\$4,660,687	\$4,579,874	\$5,073,112	\$7,966,333	\$2,893,221
Revenue	\$911,483	\$1,303,627	\$2,315,494	\$4,844,379	\$2,528,885
Tax Levy	\$3,749,204	\$3,276,247	\$2,757,618	\$3,121,954	\$364,336
<i>CARS Care Coordination 6403</i>					
Expense	\$908,980	\$989,949	\$1,084,377	\$1,039,745	(\$44,632)
Revenue	\$278,107	\$438,486	\$258,362	\$514,260	\$255,898
Tax Levy	\$630,873	\$551,463	\$826,015	\$525,485	(\$300,530)
<i>Targeted Case Management & Crisis Care Management 6406</i>					
Expense	\$6,560,972	\$7,638,637	\$7,399,791	\$7,268,700	(\$131,091)
Revenue	\$3,640,161	\$8,799,473	\$4,010,899	\$6,758,950	\$2,748,051
Tax Levy	\$2,920,811	(\$1,160,836)	\$3,388,892	\$509,750	(\$2,879,142)
<i>Community Support Program 6405</i>					
Expense	\$15,969,922	\$16,261,395	\$16,626,726	\$17,725,158	\$1,098,432
Revenue	\$8,033,566	\$15,848,669	\$9,842,042	\$14,737,329	\$4,895,287
Tax Levy	\$7,936,356	\$412,726	\$6,784,684	\$2,987,829	(\$3,796,855)
<i>Comprehensive Community Services 6411</i>					
Expense	\$23,042,579	\$28,889,121	\$36,403,314	\$40,822,375	\$4,419,061
Revenue	\$20,070,811	\$28,622,753	\$33,115,501	\$39,868,504	\$6,753,003
Tax Levy	\$2,971,768	\$266,368	\$3,287,813	\$953,871	(\$2,333,942)
<i>Community-Based Residential 6408</i>					
Expense	\$14,122,126	\$14,046,153	\$13,646,930	\$13,619,645	(\$27,285)
Revenue	\$14,016,985	\$12,427,012	\$13,272,898	\$13,272,898	\$ 0
Tax Levy	\$105,141	\$1,619,141	\$374,032	\$346,747	(\$27,285)
<i>Access Clinic and CHC Partnerships 6412, 6413, 6446</i>					
Expense	\$1,252,482	\$2,003,498	\$4,846,690	\$3,584,653	(\$1,262,037)
Revenue	\$1,073,375	\$459,283	\$1,952,188	\$1,961,201	\$9,013
Tax Levy	\$179,107	\$1,544,215	\$2,894,502	\$1,623,452	(\$1,271,050)

CARS: Community AODA Services

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$15,895,172	\$15,110,511	\$15,959,482	\$13,483,610	(\$2,475,872)
Revenues	\$14,982,276	\$14,274,021	\$14,361,033	\$10,300,616	(\$4,060,417)
Tax Levy	\$912,896	\$836,490	\$1,598,449	\$3,182,994	\$1,584,545

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
<i>Detoxification</i>				
Admissions	6,216	6,224	6,216	6,200
<i>AODA Residential</i>				
Average Enrollment	102	77	112	112
<i>Recovery Support Coordination</i>				
Average Enrollment	551	598	500	550
<i>Recovery Support Services</i>				
Year-End Enrollment	122	85	240	240

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Detoxification 7 Day Readmissions	50.67%	61%	49.00%	49.00%
Percent abstinent from drug or alcohol use	62.99%	62.71%	64.18%	63.45%

Strategic Overview:

Milwaukee County’s community AODA service program is an alcohol, drug treatment, and recovery service system. These services are open to Milwaukee County residents ages 18-59 with a history of alcohol or drug use. Priority is given to families with children and pregnant women (regardless of age). Milwaukee County BHD has a provider network for AODA residential services that provides a continuum of services, which include traditional residential, medically monitored residential and co-occurring bio-medically monitored residential, day treatment, recovery support coordination, outpatient services, and numerous recovery support services.

Strategic Implementation:

2022 Substance Use Disorder (SUD) expenses decrease by \$2.5m. This is primarily related to the addition of Substance Use Disorder Residential services to the Medicaid benefit in Wisconsin. This allows providers to bill Medicaid directly for treatment services provided in a residential setting. This change does not result in a reduction of services. Milwaukee County still supports this level of care through subsidizing room & board costs and care for uninsured clients. Savings from this \$3.3m reduction is partially invested into other SUD service enhancements and expansions.

6300 — MENTAL HEALTH BOARD – BEHAVIORAL HEALTH SERVICES

Department: **Behavioral Health Division**

UNIT NO. **6300**

FUND: **General — 0077**

\$0.5m expense increase supports various employment services for individuals with SUD issues which can be an important role in an individual’s recovery. This budget enhances support for Individual Placement and Support (IPS) which is a model of supported employment for people with serious mental illness or substance abuse challenges.

\$0.5m expense increase to support Recovery Support Coordination (RSC) Services.

Revenue decreases by a total of \$4.0m. \$1.7m of that reduction is based on anticipated grant funding in 2022. \$2.3m in BCA funds are shifted to support other programs in CARS.

Other costs are shifted between AODA program areas based on anticipated service demand. Details in "AODA Financials by Major Program Area chart below.

AODA Financials by Major Program Area					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
<i>Detoxification 6423</i>					
Expense	\$2,734,471	\$2,715,956	\$2,796,202	\$2,721,099	(\$75,103)
Revenue	\$2,333,730	\$2,046,997	\$2,333,731	\$2,572,145	\$238,414
Tax Levy	\$400,741	\$668,959	\$462,471	\$148,954	(\$313,517)
<i>AODA Residential 6431</i>					
Expense	\$5,823,119	\$4,660,037	\$5,421,931	\$1,080,007	(\$4,341,924)
Revenue	\$6,903,510	\$5,462,991	\$5,430,371	\$916,384	(\$4,513,987)
Tax Levy	(\$1,080,391)	(\$802,954)	(\$8,440)	\$163,623	\$172,063
<i>Day Treatment & Outpatient – AODA 6422</i>					
Expense	\$703,843	\$1,078,299	\$657,381	\$819,419	\$162,038
Revenue	\$611,376	\$391,174	\$532,000	\$401,000	(\$131,000)
Tax Levy	\$92,467	\$687,125	\$125,381	\$418,419	\$293,038
<i>Recovery Support Coordination 6430</i>					
Expense	\$3,545,786	\$3,639,206	\$3,228,756	\$3,766,460	\$537,704
Revenue	\$4,168,289	\$4,888,511	\$3,010,011	\$3,304,762	\$294,751
Tax Levy	(\$622,503)	(\$1,249,305)	\$218,745	\$461,698	\$242,953
<i>Medication Assisted Treatment 6425</i>					
Expense	\$917,939	\$576,325	\$874,183	\$1,029,816	\$155,633
Revenue	\$0	\$160,334	\$701,338	\$723,631	\$22,293
Tax Levy	\$917,939	\$415,991	\$172,845	\$306,185	\$133,340
<i>Prevention 6432</i>					
Expense	\$1,197,175	\$1,543,915	\$1,296,718	\$1,570,010	\$273,292
Revenue	\$425,398	\$362,041	\$1,191,194	\$1,191,194	\$ 0
Tax Levy	\$771,777	\$1,181,874	\$105,524	\$378,816	\$273,292

Strategic Program Area 5: Wraparound Services

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$57,739,134	\$59,386,270	\$60,949,846	\$68,435,869	\$7,486,023
Revenues	\$56,969,014	\$58,999,408	\$61,122,755	\$68,591,706	\$7,468,951
Tax Levy	\$770,120	\$386,862	(\$172,909)	(\$155,837)	\$17,072
FTE Positions	45.5	44.5	50.5	47.0	(3.5)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Wraparound				
Average Total Enrollment	1,146	703	1,100	1,050
Average Daily Number of REACH enrollees	860	856	900	950
Children’s Mobile Crisis Team				
Number of Clients Seen (face-to-face)	1,085	732	1,160	1,000
Children’s Comprehensive Community Services				
Year-End Enrollment	301	479	375	550

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Family Satisfaction with Care Coordination (5.0 Scale)	4.56	4.56	4.0	>4.0
Percentage of enrollee days in a home type setting (enrolled through Juvenile Justice system)	64.1%	65.9%	75%	>75%
Percentage of youth who achieved permanency at disenrollment	54.1%	61.8%	70%	>70%
Average level of “Needs Met” at disenrollment (Scale of 1-5)	2.4	2.2	3.0	3.0

Strategic Overview:

BHD’S Children’s Community Mental Health Services and Wraparound Milwaukee system of care serves youth and young adults (aged 5-23) along with their families. Through this system of care, eligible youth and young adults in Milwaukee County receive coordinated, community-based mental health services and connections to community resources. All programs emphasize a strength-based care coordination model rooted in underlying need that offers a range of services and supportive options. These community-based options are designed to be individualized to meet

the needs of each family. To fulfill eligibility requirements for all programs, children or young adults must meet Serious Emotional Disturbance (SED) criteria. For the first three options listed below, those programs in which enrollment includes participation in the specialized Managed Care carve out Wraparound Milwaukee, other eligibility criteria consist of risk level for out of home care, including hospitalization, and involvement in two or more systems (Child Welfare, Youth Justice, Mental Health, Social Services, and/or Special Education). For enrollment in Comprehensive Community Services (CCS), individuals must be found functionally eligible per the state assessment, in addition to having a SED diagnosis. Due to BHD's historical ability to manage resources well and form valuable partnerships, the remaining options were able to be developed and sustained to offer Milwaukee County families increased access and choice. Once a determination of eligibility and need is made in partnership with the youth and their family, the following options are available under the Wraparound umbrella:

- **Wraparound:** Referrals are received from the Division of Youth and Family Services (DYFS) and the Division of Milwaukee Child Protective Services (DMCPS) for youth either placed out of home and outside of their community or at risk of being placed. It provides cost-effective, community-based alternatives to residential treatment placements, youth correctional placements, and psychiatric hospitalization.
- **REACH (Reaching, Engaging, and Assisting Children):** Referrals come directly from families, schools, service providers, and the Children's Mobile Crisis (CMC) Team. Youth generally are not involved with DYFS or DMCPS. Under the same practice model, youth and families receive the same type of supports and services as those in the Wraparound program.
- **CCS (Comprehensive Community Services for Children):** An option for families, which provides support and services to youth and young adults who may be experiencing mental health or substance abuse diagnoses. As a voluntary community-based program, CCS addresses needs throughout a person's lifespan, with a coordinated and comprehensive array of recovery, treatment, and psychosocial rehabilitation services.
- **CORE (Coordinated Opportunities for Recovery and Empowerment):** A subset of CCS, CORE serves youth either at Clinical High-Risk for Psychosis (CHRP) or who have experienced their First Episode of Psychosis (FEP). A pre-build five-person team trained in psychosis related treatment and support is leveraged, inclusive of a Care Coordinator, Clinician, Peer Support, Education/Employment Specialist, and a Psychiatrist.

Strategic Implementation:

BHD'S Children's Community Mental Health Services and Wraparound Milwaukee system of care contains a diverse number of programs, services, and supports available to Milwaukee County families and young adults aimed at providing comprehensive, individualized, and cost-effective care to children with complex mental health and emotional needs. The 2022 expectation for Wraparound Milwaukee is a daily enrollment of 1,600 children, young adults, and their families. Enrollment numbers in Wraparound are expected to remain consistent, and increase slightly with the re-opening of the community, including school systems, from the COVID-19 Pandemic. The expectation is also to continue to see an increase in enrollments for both REACH and CCS, including CORE. Program enrollment is anticipated to be positively impacted by the completion of the Joint Intake Initiative between Wraparound Milwaukee and the Children's Disabilities Services Division, which is set to conclude Quarter 4 of 2021. With the completion of this project, there will be one Screening and Assessment area for the voluntary programs under the Department of Health and Human Services (DHHS) Children's Area. Shared resources will allow for expedited screening experiences, and comprehensive options counseling for youth, young adults, and their families.

2022 budget contains annual funding for the Youth Crisis Stabilization Facility (YCSF). The YCSF was opened in Oct. 2020 in partnership between WCS and Wraparound as a diversionary resource to provide short-term therapeutic respite care to male and trans male youth experiencing a mental health crisis. This community-based resource will prevent police contact, emergency detentions, psychiatric crisis services visits, and in-patient hospitalization for youth who have a support need that can be safely served through a community-based alternative as a diversion or step-down resource. YCSF offers 6 beds to serve male and trans male youth 10-17 years old across Milwaukee County through an average 3-5 day stay. During their stay, they receive therapy and therapeutic support, academic support, skills groups, and resource connection through transition planning.

The 2022 budget also supports integration of children's services through a Joint Screening Initiative. DHHS aims to provide families access to services and supports regardless of which "door" they enter. through with fewer handoffs. Integrating services will build a system that focuses on the individual and their unique needs. The Joint Screening will

remove duplication of services, reduce handoffs, and provide one screener for families to connect to Wraparound and Disability Services Division, putting the child, youth, and families at the center of care. In 2022, Wraparound will operate the new Children’s intake area to support youth with complex needs.

For 2022, the Children’s Mobile Crisis Team (CMC) is combined with the Adult Crisis Mobile Team to form one cohesive unit capable of providing services across the lifespan. This will result in lower wait time and better overall service deliveries. Financials related to this program now appear with “Crisis Mobile Team” in “Community Mental Health and Community Crisis Services.”

Expenses increase by a net of \$7.5m across all youth services. This includes a \$6.0m increase to youth CCS services and other increases to Wraparound services based on enrollment trends.

Wraparound Services by Major Program Area					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
<i>Wraparound Services (Reach, O-Yeah, Crisis Intervention) 6472-6476</i>					
Expense	\$50,354,261	\$48,987,869	\$52,124,673	\$53,535,093	\$1,410,420
Revenue	\$50,161,406	\$48,967,554	\$53,090,009	\$54,220,281	\$1,130,272
Tax Levy	\$192,855	\$20,315	(\$965,336)	(\$685,188)	\$280,148
<i>Youth CCS 6477</i>					
Expense	\$6,645,293	\$9,871,867	\$8,093,461	\$14,239,989	\$6,146,528
Revenue	\$6,387,718	\$9,789,024	\$7,601,466	\$14,128,595	\$6,527,129
Tax Levy	\$257,575	\$82,843	\$491,995	\$111,394	(\$380,601)
<i>Family Intervention and Support Services 6483</i>					
Expense	\$739,580	\$526,532	\$731,713	\$660,787	(\$70,926)
Revenue	\$419,890	\$242,830	\$431,280	\$242,830	(\$188,450)
Tax Levy	\$319,690	\$283,702	\$300,433	\$417,957	\$117,524

BUDGET SUMMARY

Category	2019 Actual*	2020 Actual*	2021 Budget*	2022 Budget*	2022/2021 Variance*
Expenditures					
Personnel Costs	\$51,669,498	\$51,290,531	\$56,022,685	\$57,668,812	\$1,646,127
Operation Costs	\$73,215,636	\$89,133,638	\$77,137,205	\$83,783,363	\$6,646,158
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$514,471	\$131,276	\$246,000	\$246,000	\$0
Interdepartmental. Charges	\$8,639,990	\$6,524,510	\$9,910,467	\$9,022,831	(\$887,636)
Total Expenditures	\$134,039,595	\$147,079,955	\$143,316,357	\$150,721,006	\$7,404,649
Revenues					
Direct Revenue	\$5,488,097	\$18,367,167	\$4,439,360	\$5,271,794	\$832,434
Intergovernmental Revenue	\$102,485,574	\$110,261,531	\$106,769,403	\$113,345,765	\$6,576,362
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$107,973,671	\$128,628,698	\$111,208,763	\$118,617,559	\$7,408,796
Tax Levy	\$26,065,924	\$18,451,257	\$32,107,594	\$32,103,447	(\$4,147)
Personnel					
Full-Time Pos. (FTE)	404.5	404.5	406.5	420.5	15.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$621,276	\$629,286	\$643,272	\$597,281	(\$45,991)

** Actual and budgeted figures as well as positions have been restated to reflect the integration of the Department on Aging and Veteran's Services within DHHS as part of the 2021 Budget.*

Department Mission:

Empowering safe, healthy and meaningful lives.

Department Vision:

Together, creating healthy communities.

Department Description:

The Department of Health and Human Services (DHHS) includes the following divisions:

- Director's Office & Management Services Division
- Children, Youth & Family Services (formerly Division of Youth and Family Services)
- Adult Services (formerly Disabilities Services Division & Aging Division)
- Housing Division
- Behavioral Health Division (budgeted in Organizational Unit 6300)

Major Changes in 2022

- Over the past few years, the department has been implementing a “No Wrong Door” customer service approach meaning that anyone, regardless of age, disability, race, gender, or socio-economic status can and will be served no matter a person’s entry point into the system. The budget continues to press ahead in this direction with the development of an adult system of care and a children’s system of care. The adult system of care includes services for people with disabilities and older adults. Programs for these populations are no longer siloed in separate divisions but are now part of one integrated adult services system. This area also reflects a newly merged Aging Resource Center and Disability Resource Center and the Office for Persons with Disabilities (OPD) which transitions from the Department of Administrative Services.
- The 2022 Budget creates a new Children, Youth and Family Services Division which includes the former Division of Youth and Family Services as well as children's programs within the former Disabilities Services Division.
- DHHS continues to challenge itself to improve the health outcomes of the people it serves, reaffirming its commitment to the countywide mission of achieving racial equity to become the healthiest county in Wisconsin. The DHHS 2025 Future State document outlines two strategies for improving health in Milwaukee County: Strategy #1 (Integrated Services & Care) focuses on individual health of residents and Strategy #2 (Population Health & System Change) focuses on collective health of the county. Prevention is a critical component of advancing these strategies and the department's budget demonstrates a significant investment in this area, especially in the area of youth justice.
- DHHS’s approach to youth justice reflects a shift away from outdated and ineffective corrections-based policies to preventative, rehabilitative, and community-based investments. Aligned with this strategy is the expansion of Credible Messengers which provides critical support to youth transitioning from Lincoln Hills and Copper Lake Schools to maximize opportunities for success and integration into the community.
- Based on a consistent downward trend in the placements of youth to Lincoln Hills and Copper Lake, the budget assumes an Average Daily Population (ADP) of 17 which reflects a decrease of 12 compared to the 2021 Budget. The budget also anticipates an 88 percent increase in the daily rate from the State Department of Corrections for placements to these facilities based on the 2021-2023 State Budget.
- The Housing Division and Aging Unit focuses their collective efforts to increase affordable housing access for lower income older adults and sustaining homeownership for older adults of color who have suffered the effects of systemic racial inequities in housing policy. The budget also establishes a cross departmental partnership between the Housing Division and the House of Correction in providing housing navigation services to those transitioning back into the community.
- The budget expands a Dine Out Pilot Program to reach more seniors who live in underserved neighborhoods. The program is estimated to serve an additional 7,000 meals and offer cultural food items as well as cater to a broader range of dietary preferences.
- The budget includes salary adjustments to address pay equity issues for over 50 percent of the department's Human Service Workers (HSWs) who perform critical, frontline services for our most vulnerable citizens as well as supervisors and other support staff of the Aging and Disability Resource Center (ADRC).

Strategic Program Area 1: Director's Office & Management Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$4,382,181	\$5,240,137	\$3,845,378	\$1,254,370	(\$2,591,008)
Revenues	\$4,255,481	\$3,496,910	\$3,071,801	\$363,500	(\$2,708,301)
Tax Levy	\$126,700	\$1,743,227	\$773,577	\$890,870	\$117,293
FTE Positions	23.0	28.0	27.0	25.0	(2.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
County Veteran Population Served per FTE	22,500	21,200	10,000	15,000
Quality Assurance Reviews Conducted	43	38	33	33

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
% Of Programs Targeted for Transition (i.e., in baseline phase) to be Transitioned to Performance-Based Contract	100%	100%	90%	90%
% Of Complete Invoices Approved within 5 Business Days	99%	99%	85%	85%
% Of Annual CPA Audit Reports for which all Compliance Issues are Addressed within 6 Months of Audit Receipt	100%	100%	95%	95%
% Of All Complete Requests for New Service Provider approval will be responded to within 10 business days	100%	99%	95%	95%

Strategic Overview:

New Performance Measures:

As part of the countywide strategic plan development, DHHS has begun to establish key performance indicators that track progress toward 2025 DHHS Future State and are aligned with the three countywide strategic focus areas: create intentional inclusion, bridge the gap, and invest in equity. DHHS will continue its work in this area throughout 2022 by identifying new measures and a process for data collection and reporting. Note that key performance indicators goals are centered around 2025, rather than 2021 to 2022, as they represent progress toward the 2025 DHHS Future State.

Implementation area	Measure	2019	2020	2025 Goal
Racial & Health Equity	Perceived Priority - % of staff who agree that leadership visibly supports diversity and inclusion with their actions and not just words	n/a*	58%	65%
Racial & Health Equity	Vendor Diversity - Proportion of DHHS contracted funds awarded to providers who are led by minority leadership	33%**	28%	40%
Organizational Development/Talent	Propensity to Recommend - % of staff who agree with the statement that they would recommend DHHS to others as a great place to work	n/a*	56%	65%
Organizational Development/Talent	Staff Representation - % of DHHS staff who are non-white	54%	55%	65%
Organizational Development/Talent	Leader Representation - % of DHHS leadership staff who are non-white (e.g. report Director or Administrator)	31%	32%	40%
Population Health/System Change	Housing - Total individuals experiencing homeless in Milwaukee County as of annual Point-In-Time count	885	970	600

*From 2020 Employee Engagement Survey (no equivalent data for 2018-19 since changed vendors).

**2010 to 2019 average.

The Director’s Office and Management Services provide administrative guidance, accounting support, and contract oversight to all DHHS program areas. This area was previously responsible for managing the Wisconsin Home Energy Assistance Program (WHEAP) which is now overseen by the Housing Division.

Strategic Implementation:

Veteran’s Services

DHHS strives to serve all veterans and their families, with dignity and compassion, by providing prompt and courteous assistance in the preparation and submission of claims for benefits for which they may be eligible and to serve as their principal advocate on veterans’ related issues. Services to Milwaukee County veterans and their families are provided under DHHS within the Management Services Division. These services include assisting veterans and their families in determining eligibility for the full range of State and Federal veteran’s benefits as well as conducting outreach, briefings and benefit seminars at local military units, veteran’s organizations, independent/assisted living facilities, and other public venues. As part of DHHS, veterans can more easily access energy assistance, housing, and other needed services.

8000 — DEPARTMENT OF HEALTH & HUMAN SERVICES

Department: **Department of Health & Human Services**

UNIT NO. **8000**

FUND: **General — 0001**

Wisconsin Home Energy Assistance Program (WHEAP)

For 2022, the Energy Assistance Program is transferred to the Housing Division to improve and expand service alignment. This results in a reduction of about \$2.8 million in expenditures, a reduction of \$2.7 million in revenue and an increase of \$100,000 in tax levy to the Management Services Division.

Strategic Program Area 2: Children, Youth and Family Services

Service Provision: **Mandated/Committed**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$58,456,052	\$50,621,048	\$60,707,305	\$80,598,425	\$19,891,120
Revenues	\$42,317,976	\$41,678,003	\$42,057,538	\$63,132,586	\$21,075,048
Tax Levy	\$16,138,076	\$8,943,045	\$18,649,767	\$17,465,839	(\$1,183,928)
FTE Positions	195.0	192.5	193.5	217.5	24.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Average Monthly CLTS Clients Waiver & COP	1,077	1,251	1,750	2,000
# of Birth to 3 Screenings Completed	3,900	2,744	4,300	4,300
Number of New Youth Justice Referrals	1,332	1,009	1,300	1,100
Number of Youth Served in the Detention Alternative Programs	1,450	693	1,500	800
Number of Youth Served in Alternative to DOC Program	68	83	80	85
Number of Youth Served in Type II RCC as DOC Alternative	32	34	40	40
Number of Admissions to Youth Detention Center	1,168	666	1,200	1,100
Number of Youth Committed to the Wisconsin Department of Corrections (DOC)	48	41	10	20
Average Daily Population for Juvenile Correctional Institution (DOC)	49	32	29	17

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percent of Eligible Children Served by Birth-to-3 Primarily Receiving Services in Natural Environments	99.5%	100%	100%	100%
Percent of Eligible Children Served by Birth-to-3 Functioning within Age Expectations for Knowledge and Skills at Program Exit	24.9%	22.2%	40%	45%
Completion of Detention Alternative Programs	64%	65.3%	70%	70%
Completion of DOC Alternative Program	70%	72.5%	70%	70%
Average Rate of Detention (per 100,000)	67.3	51.2	65	55
Youth Satisfaction with their Human Services Worker	94%	95%	93%	90%
Family Satisfaction with their Human Services Worker	94%	96%	91%	90%
Recidivism for Youth on their First Supervision & One Year after the Date of their Court	Not Available	Not Available	20%	20%

Strategic Overview:

Building on a Children’s Integrated System of Care: “One Family, One Plan.”

Children and families have a different set of needs than single adults. To address these unique needs, DHHS is developing a centralized children’s area to provide a seamless experience for children, caregivers, and families who are served in the department. Children and their families will have support to flourish, actively participate in their community, and experience life in an inclusive and productive manner. The newly created Children, Youth and Family Services (CYFS) includes care, services, programs, and interventions that are targeted to children and young adults, age range 0-23.

The vision for the initiative is as follows:

“We will create a centralized way for children and families to get help no matter what the need or disability.”

Guiding Principles for Children’s integration:

- Easier access to care that is appropriate and acceptable to children and their families (e.g. simplifying enrollment processes, common language and communication methods, data system to facilitate information exchange, etc.)
- Reduced recidivism of children who have touchpoints in the youth justice system (e.g. better connections between involuntary placements and voluntary services)
- Better coordination of care between DHHS and other systems that influence care and outcomes (e.g. Housing, State Child Protective Services and Department of Health Services, courts, schools, employment, etc.)
- Earlier care for children and families who have complex needs; more emphasis on prevention and early intervention, as opposed to crisis and corrections
- Better transitions to care that meets needs in the short-term (i.e. referrals between programs and providers) and long-term (i.e. back to the community after detention, from children’s care to adult services, etc.)
- Foster strengthened relationships to meet the needs of the whole family; partnering with families and other support persons of children throughout the care journey
- Promote Milwaukee County’s vision on advancing racial equity, in addition to honoring the cultures of those who access services by ensuring practices and policies are culturally congruent

Children, Youth & Family Services (CYFS) consists of:

- Starting 2022, the title for the Division of Youth and Family Services is changed to Children, Youth and Family Services (CYFS) to recognize the addition of children's programming from the Disabilities Services Division. The Birth to 3 Program, Children's Long-Term Support Program (CLTS) and Children's Community Options Program (CCOP) transition to this new division in 2022. This change promotes further alignment toward the department's strategy for improving health by integrating services and care for customers.
- Administration: Provides leadership and administrative oversight, clerical support, grant coordination, and quality control, assurance, and improvement to all CYFS areas of operations.
- Community Based Programming: Development and oversight of all services and programs intended to prevent youth from coming into the youth justice system, divert youth from court involvement and further youth justice involvement, detention, and the State Department of Corrections (DOC) affording youth the opportunity to become positively involved in their communities.
- Youth Detention Center: The Youth Detention Center, located at the Vel R. Phillips Youth and Family Justice Center, is licensed for 127 beds and serves youth who are pre-disposition and post disposition.

Strategic Implementation:

Transforming Milwaukee County's youth justice system continues and CYFS has assumed a pivotal role in redefining this new system. In 2018, the Wisconsin State Legislature adopted Wisconsin Act 185 allowing for the establishment of local secured residential care centers and the closure of Lincoln Hills and Copper Lake Schools. However, efforts to establish local Secure Residential Care Centers for Children and Youth (SRCCCY) have stalled. As a result, CYFS has focused intensely on services and strategies aimed at drastically reducing the number of youth committed to the state youth correctional institutions. Through these efforts, CYFS is reshaping its community-based service array to establish more effective rehabilitative programming aligned with adolescent development, trauma-informed care, and evidence-based treatment practices as well as addressing the unique needs of females in the system.

CYFS is implementing a growth-focused case management system built specifically for Milwaukee County youth justice that supports and advances racial equity within the community and division. CYFS engages its contracted and community partners along with Racial Equity Ambassadors in various projects and supportive services within the division. Further, CYFS utilizes a racial equity lens in reviewing all current policy and procedures, contracts and programming and will continue to expand efforts around community engagement through participation in community events, the "We Care Crew," Credible Messengers, and other initiatives.

Wisconsin Act 185 & Youth Justice Reform

Act 185 directs the closure of Lincoln Hills and Copper Lake, the establishment of new Department of Corrections (DOC) Type 1 youth corrections facilities and new SRCCCYs as well as authorization of \$80 million in state grants for counties to construct and expand their youth facilities. Since early 2019, DHHS had been working in partnership with several stakeholders to develop a SRCCCY plan for Milwaukee County.

In early 2020, this division received notice of a significantly reduced state grant award of \$15.2 million (DHHS requested \$23.6 million) to support its proposal for a 32-bed SRCCCY. Considering the limited resources to realize the full vision of youth justice reform, the County Executive and DHHS deferred grant acceptance in August of 2020 pending further information about the State's plan for its Type 1 facilities as well as potential operating support for SRCCCYs in the next biennial budget. In the meantime, CYFS continued its work to expand its community-based service continuum in the 2021 Budget. While statewide progress remains slow, it may still be necessary to expand our local capacity to serve youth in a secured treatment setting. To this end, efforts to identify revenue for capital improvements at the Vel R. Phillips Youth Detention Center are ongoing as are efforts to expand and improve programming within the Milwaukee County Accountability Program , as described below.

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.

CYFS supports youth through a case management process to form positive identities, build positive connections to their community and reach their ideal self. Youth transitioning from Lincoln Hills and Copper Lake Schools and their families are also eligible for all services and programs that are designed to help maximize opportunities for success and integration into the community.

The following programs were initially undertaken in 2021 and are continued in 2022:

- **Credible Messengers:** In 2021, CYFS invested over \$1 million in the Cream City Credible Messenger Program pilot and the 2022 budget expands this investment with an appropriation of \$1,250,000 for advocacy, mentoring, emotional first aid, community engagement and violence mediation for youth justice system-involved youth. The division works with several community partners to operate this program.
- **Youth Employment:** This program was launched in the summer of 2021 and continues in 2022 with an appropriation of \$500,000 to assist youth in gaining valuable vocational skills, support, and paid employment.
- **Support for Girls:** The division has partnered with the National Crittenton Foundation to analyze and address the needs of girls in the youth justice system. The workgroup, comprised of system partners, community members and other stakeholders, is undertaking phase two of the project which is the development of an implementation plan. As part of this effort, the division is partnering with three local community-based agencies through a grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP).

In addition, the CYFS is in the process of redesigning the current Milwaukee County Accountability Program (MCAP) to include an integrated treatment and positive youth development model that emphasizes emotional regulation, pro-social decision making, enhanced social competencies, and family engagement. This model focuses on adolescent brain development and the impact of trauma on the physical, cognitive, relational, and emotional well-being of youth. High quality instruction and experiences are provided based on each youth's strengths, learning style, interests, and special needs.

Youth learn the skills, receive the support, and are provided the structure within a safe and secure living and learning environment in which all interactions with youth are focused on building positive relationships, utilize advanced skills in redirection, crisis intervention and positive reinforcement to maintain a supportive, culturally intelligent, and therapeutic milieu that promotes successful reentry into the community. As part of the community continuum of care, transitional planning occurs at the time of placement in the program and can include a step-down placement at the Bakari Center, Credible Messengers, or any other community-based program.

Bakari Residential Care Center

In partnership with the Behavioral Health Division's (BHD) Wraparound Program, CYFS operates the Bakari Center Residential Care Center (RCC) through a contract with the Wisconsin Community Services. As part of this program, a community-based, Multisystemic Therapy Family Integrated Transitions (MST-FIT) is also provided in aftercare services for up to an additional four months. In 2021, CYFS reduced the number of beds at Bakari from 18 to 12 based on anticipated placements which results in an annual cost savings of about \$600,000 in the 2022 Budget. CYFS also contracts with Norris School District to provide the educational component. These costs are offset with Medicaid revenue for those youth who are considered Wraparound eligible as well as Youth Aids revenue. Approximately, 85 percent of the available slots are anticipated to be filled by Wraparound-enrolled youth.

Position Changes:

CYFS creates 1.0 FTE Program Manager at a cost of \$76,864 to support the continued program development, management, and oversight of all community-based programming.

Department of Corrections Charges & Youth Aids Revenue

Based on a continuing downward trend in the placements of youth to Lincoln Hills and Copper Lake, the budget assumes an Average Daily Population (ADP) of 17 which reflects a decrease of 12 compared to the 2021 Budget. As shown in the chart below, the 2022 Budget was adjusted to reflect actual experience and incorporates the increased Juvenile Correctional Institution (JCI) rates of \$1,154 effective July 1, 2021 and \$1,178 effective July 1, 2022. Based on the

increased rates, it will cost counties over \$400,000 per year for each young person placed at Lincoln Hills, Copper Lake and Mendota Juvenile Treatment Center (MJTC).

The assumed reduction in ADP cushions the dramatic impact the increased daily rate would otherwise have on the budget and results in an expenditure increase of \$238,000.

Youth Aids and Community Intervention Program (CIP) Revenue Changes

Youth Aids revenue is calculated based on a variety of factors but primarily considers corrections-based metrics such as the number of JCI placements. The county’s proportion of placements factored into the 2022 contract compared to the Statewide total declined from 58 percent in 2018 to 51 percent in 2020 resulting in an estimated \$1 million decrease for 2022. However, this reduction is partially offset by an anticipated \$1.6 million in additional Youth Aids revenue included in the 2021-2023 State Budget to minimize the impact of the daily rate increase. For this reason, Youth Aids revenue increases by a net \$600,000 compared to 2021 as shown in the table below:

	2020 Actual	2021 Budget	2022 Budget	Variance 2022B/2021B
DOC Charges	\$6,311,736	\$6,996,685	\$7,235,030	\$238,345
ADP	30	29	17	(12)
	2020 Actual	2021 Budget	2022 Budget	Variance 2022B/2021B
Youth Aids Revenue				
Base Allocation	\$35,017,863	\$34,834,919	\$35,473,720	\$638,801
AODA Funding - DCF	\$447,692	\$447,692	\$447,692	\$ 0
AODA Juvenile Justice - DHS	\$45,000	\$45,000	\$45,000	\$ 0
Total Contract	\$35,510,555	\$35,327,611	\$35,966,412	\$638,801

Community Intervention Program (CIP) revenue is determined based on relatively similar factors as Youth Aids revenue. As a result, a reduction in anticipated CIP revenue of about \$560,000 is included in the 2022 Budget.

Children’s Services

Services to children with disabilities and their families are now being provided in CYFS. As a result, a total of 23 positions, \$21.2 million in expenditures, \$20.4 million in revenues and \$800,000 in tax levy transfer to CYFS. These services include an early intervention program for infants, ages birth-to-three, the Children’s Long-Term Support (CLTS) waiver program, and the Children’s Community Options Program (CCOP). These programs provide architectural modifications, educational materials, respite services, transportation, and many other supportive services so children can remain in their homes or community. The service delivery model of these programs centers on addressing the needs of the family to create a pathway of independence for their child.

The division’s early intervention program is a critical program for parents who have children, ages birth to three, with a developmental delay. It is an educational/therapeutic model that provides support to the family to ensure that their child is meeting developmental milestones to be ready for school by age three. The division collaborates with all the major hospitals, clinics, pediatricians, day care providers, child protective services, and community-based agencies to achieve this goal.

Children’s Long-Term Support (CLTS) Expansion

For the past three years, DHHS has been working in collaboration with the State to increase the number of children participating in CLTS and the Children’s Community Options Program. As a result, expenditures and revenues increase by \$4,369,135 due to additional children being served on the CLTS waiver. The program has been adding an average of 20 new cases per month in 2021 and has increased the number of children served by 13 percent compared to 2020.

Intake Services

As part of the integration of DHHS children's programming, Wrap-around Milwaukee will provide intake services for new enrollments. A crosscharge of \$100,000 is reflected in the budget offset by CLTS administration revenue.

HSW & ADRC Pay Equity Package

Based on an assessment with Human Resources, the budget includes salary adjustments to address pay equity issues for over 50 percent of the department's Human Service Workers (HSWs) who perform critical, frontline services for our most vulnerable citizens throughout Milwaukee County. HSWs comprise the largest segment of the DHHS workforce and support Adult Services including the Aging and Disability Resource Center (ADRC) as well as Children, Youth and Family Services (CYFS). The annual cost impact is about \$350,000 for HSWs in the ADRC and CYFS. In addition, the budget addresses pay equity for certain supervisors and other staff supporting the ADRC and reflects an annual cost impact of about \$170,000. Both of these pay equity packages are offset by maximizing revenues generated by the programs many of these employees support.

Strategic Program Area 3: Adult Services

Service Provision: **Mandated/Committed**

How We Do It: Program Budget Summary					
Category	2019* Actual	2020* Actual	2021* Budget	2022* Budget	2022/2021 Variance*
Expenditures	\$43,159,499	\$47,998,853	\$47,987,777	\$33,005,864	(\$14,981,913)
Revenues	\$39,306,823	\$46,292,932	\$41,826,917	\$26,376,308	(\$15,450,609)
Tax Levy	\$3,852,676	\$1,705,921	\$6,160,860	\$6,629,556	\$468,696
FTE Positions	82.0	81.0	144.0	125.0	(19.0)

* The figures on this chart reflect the budgets of the former Division on Aging and Disabilities Services Division (DSD) as well as Adult Protective Services (APS), Office for Persons with Disabilities, Interim Disability Assistance Program and General Assistance Burials Program.

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
<i>Aging & Disability Resource Center (ADRC)</i>				
# of Incoming Calls for Information and Assistance (ARC and DRC)	75,771	55,479	60,000	65,000
Number of people reached through Dementia-related training	252	996	900	1,000
Evidence Based Prevention (EBP) program participants	721	70	750	750
Number of people trained in the EBP leadership initiative	34	3	37	37
Number of individuals reached through one-on-one outreach (ARC)	2,227	3,917	1,600	2,500
Number of people reached through community outreach (ARC)	14,399	15,619	10,000	14,500
# of Options Counseling Referrals (ARC and DRC)	8,524	7,738	8,000	8,000*
# of Publicly Funded Long-term Care Enrollments Completed (ARC and DRC)	4,689	4,209	4,500	4,500*
<i>Nutrition Programs and Services</i>				
New home-delivered meal applications	657	1,269	700	700
Number of congregate meal sites	27	26	27	30
Meals served at meal sites	210,359	359,306	225,000	225,000
Number of home-delivered meals	338,013	342,776	480,000	350,000
Number of volunteer hours reported	41,345	10,834	43,000	20,000

What We Do With It: Activity Data (contd).				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
County-Owned Senior Centers				
Members served	5,002	5,288	5,000	4,875
Exercise	43,440	16,905	14,000	21,900
Arts/ crafts	14,841	10,669	6,000	14,900
Special events	4,697	21,988	2,000	48,000
Education	8,803	2,786	3,500	6,500
Computer Training	6,200	1,386	3,500	4,800
Wellness checks (phone-calls)	NA	21,739	21,000	7,200
Older Americans Act Services				
Legal assistance: consultation hours	6,646	3,890	7,500	7,500
Legal assistance: seniors served	999	839	1,250	1,300
Transit/van rides provided to seniors	91,307	90,000	95,000	96,000
Evidence Based Prevention (EBP) program participants	721	70	750	750
Number of people trained in the EBP leadership initiative	34	3	37	37
Number of telephone reassurance calls	9,378	12,728	12,000	10,000
Adult Services				
# of Adults & Children Served Under Non-Family Care Purchase Contracts	104	50	200	200
# of GO Pass Walk-ins	6,105	350**	800	3,000
% GO Pass Referrals Eligible	90%	90%	90%	90%
Adult Protective Services - # of Cases	1,155	2,189	2,600***	2,800
Participants in Supervised Living Options Program Maintaining Independence in Community Living	90%	90%	90%	Contract Phase Out for 2022
# of New IDAP Cases	59	29	40	60

*Outreach has been heavily affected by COVID and 2022 numbers are conservative given the uncertainty around the ability to schedule large scale events.

**GO Pass Clinic closed from March 16 - June 2020. After that time, referrals were taken by phone only. Total referrals taken by phone in 2020 was 1,200.

***The 2021 Target reflects the combination of anticipated Elder Abuse and Adult Protective Services cases. Prior years reflect Elder Abuse cases only.

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
<i>Nutrition Programs and Services</i>				
Cost per meal	\$8.50	\$8.69	\$9.00	\$9.00
Percentage of congregate diners reporting satisfaction	95%	n/a	95%	95%
<i>County-Owned Senior Centers</i>				
Clinton Rose Senior Center – Customer Satisfaction Survey	98%	NA	99%	95%
Kelly Senior Center – Customer Satisfaction Survey	99%	NA	99%	95%
McGovern Senior Center – Customer Satisfaction Survey	99%	NA	99%	95%
Washington Senior Center – Customer Satisfaction Survey	96%	NA	99%	95%
Wilson Senior Center – Customer Satisfaction Survey	99%	NA	99%	95%
<i>Older Americans Act Services</i>				
Percentage of contracted vendors that meet Civil Rights Compliance requirements	NA	NA	NA	100%
Percentage of Evidence-Based Prevention Program (EBPP) participants who rate a class as “Excellent” or “Good”	94%	93%	92%	93%
Percentage of customers served who are people of color	40%	42%	NA	50%

NOTE: Customer satisfaction surveys were not conducted in 2020 due to COVID-19 and the closure of the five senior centers.

Strategic Overview:

Our primary goal is to serve people across the lifespan with care that they deem as acceptable which promotes the dignity of individuals regardless of race, gender, age, socio-economic status, etc. This newly formed Adult Services includes services for persons with differing abilities and older adults. These populations were previously supported by the Aging Division, Disabilities Services Division, and Office for Persons with Disabilities. Programs are now operated under one umbrella and primarily include Adult Protective Services, recreation for persons with disabilities, a combined Aging and Disability Resource Center (ADRC), caregiver support, transportation services, senior center operations, case management, respite, and employment services. These services enable people to live in the community as independently as possible and avoid expensive institutional placements.

For persons with differing abilities and older adults, DHHS strives to protect the safety and meet needs while promoting independence and inclusion.

The department also serves as the unit on aging and in that capacity is charged with implementing the Older Americans Act (OAA) programs, information and assistance, and advocacy in Milwaukee County by affirming the dignity and value of older adults in Milwaukee County and supporting their choices for living in and giving to our community.

Integration is anticipated to result in:

- better care and outcomes for persons with disabilities, people 60+ AND the communities in which they live
- enhanced partnerships with system and community leaders
- increased efficiency in how Milwaukee County resources are used
- increased understanding of, and collaboration between, DHHS services and programs
- improved ability to recruit and retain highly-skilled staff

Guiding Principles for Adult Integration:

- Simplify access to care that is acceptable to adults through processes which are clear and understandable, including, but not limited to, use of plain language, developmentally appropriate approaches, translation, and interpretation when appropriate and/or requested
- Champion dignity by respecting individual's views, choices, and decisions, not making assumptions about how people want to be treated, honoring their experiences, working with compassion, and adjusting interactions to accommodate needs, expectations, and abilities
- Advance practices that enhance well-being using a holistic approach for adults who access care, their families, caregivers, peer specialists, and other support person(s) as well as employees, providers, and the community (e.g., physical, mental/ emotional, spiritual, financial, intellectual, environmental, social, and vocational wellness)
- Prioritize people-centered processes over system efficiencies to ensure that decisions related to policies, practices, and budget result in improved health outcomes and address disparities and inequities (e.g., people first over money)
- Engage in collective advocacy to define problems and solutions which ensure rights (e.g. older adults, people with disabilities, those who live with chronic and severe mental illness, individuals who experience mental and behavioral health challenges, individuals who are incarcerated or with previous incarceration history, etc.) are upheld, sufficient resources across Milwaukee County are allocated, regulations align with best practices, contractors provide appropriate treatment, and continuity of care is ensured
- Foster strengthened relationships to meet the needs of the adult through better coordination of care between DHHS, other systems and community partners who influence care and outcomes. This also includes partnering with the adult, their families, caregivers, peer specialists and other support person(s) throughout the care journey
- Promote Milwaukee County's vision on advancing racial equity, in addition to honoring the cultures of those who access services by ensuring practices and policies are culturally congruent
- Encourage best practices which keep adults engaged, assist them to gain life skills which help them thrive, improve their quality of life, and live within the community

Strategic Implementation:

Aging and Disability Resource Center

The 2021 Budget included the integration of the Department on Aging as a division within DHHS and the scope of this integration also envisioned combining the Aging Resource Center and Disability Resource Center into one Aging and Disability Resource Center (ADRC) as part of the 2022 Budget. Throughout 2021, the Division on Aging and DSD worked jointly to develop a plan for a combined ADRC to serve both individuals with disabilities, ages 18 to 59, and older adults.

An ADRC provides information and assistance, options counseling, service access and prevention, benefits counseling, and Long-Term Care entitlement benefits eligibility and enrollment. The resource center connects individuals to community services so that they can live independently in the community. The Elder and Disability Benefits Specialists within the

ADRC assist individuals in gaining access to programs like Supplemental Security Income (SSI), Social Security Disability, Medicaid, and FoodShare.

A total of 53 positions from the former Aging Resource Center (ARC) and a total of 34 positions from the former Disability Resource Center (DRC) combine for a total of 87 positions in the new ADRC. This budget reflects expenses of \$14.4 million, revenue of \$12.2 million and tax levy of \$2.2 million.

The administration of the Growing Opportunities (GO) Pass Program is part of the Adult Services Administration. Through the assessment conducted for GO Pass, staff can identify additional benefits that individuals may qualify for even if they are no longer eligible for GO Pass.

The 2022 Budget eliminates an appropriation of \$261,000 for outside advocacy contracts for the former DRC. As part of its contract with the State of Wisconsin, the ADRC is expected to be an advocate for the consumer, helping him/her access needed services, overcome bureaucratic obstacles, appeal funding determinations, and connect with other advocates.

Adult Services

Adult Protective Services

Adult Services is the statutory agency responsible for providing an “Adult-At-Risk” program which investigates allegations of abuse, neglect, self-neglect, and financial exploitation for all Milwaukee County adults-at-risk, regardless of age or ability. Previously, these services were performed by two separate units based on age – customers, ages 18 to 59, were served by DSD and those aged 60 and older were served by Aging. In the 2021 Budget, these units were combined, and a centralized intake process was established to connect people to additional resources such as legal support, other county programs and community-based services more quickly.

The caseload for this area has increased at an unprecedented rate due to APS services being promoted in the community and the impact of the COVID-19 pandemic on customers. For this reason, additional staff is needed to increase safety, address unmet needs, ensure timely follow-up, and conduct community outreach. The following positions are created and are partially offset by the abolishment of a vacant Manager Business Operations.

Position Changes

- Abolish 1.0 DSD Manager Business Operations (\$70,209)
- Create 1.0 Human Service Worker \$47,271
- Create 1.0 Disabilities Services Coordinator \$61,128

Supportive Living Options

Due to underutilization, a \$50,000 supportive living options contract is eliminated. Many of the customers receiving services under this contract are now eligible for Publicly Funded Long-Term Care Services.

Office for Persons with Disabilities

The Office for Persons with Disabilities (OPD) was previously part of the Department of Administrative Services (DAS) and is now transitioned to the Department of Health and Human Services (DHHS) Adult Services Division in further alignment with the county’s No Wrong Door vision. The longtime work of OPD has been to focus resources on assuring that people with disabilities share equally in programs, services and facilities of the County. This work is consistent with both the individual and collective health strategies of DHHS.

The OPD will continue to oversee the contracted programming for adult recreation and children’s summer camps at both the Wil-O-Way Grant and Wil-O-Way Underwood county facility sites as well as provide transportation from all areas of Milwaukee County to ensure inclusion and access to the summer camp programs. It will also continue to coordinate space rental for these locations including the use of the space by two providers that offer adult respite services. The Director of OPD will continue to serve as the County ADA Coordinator, and will work closely with the Disabilities Commission in promoting accessibility and compliance with requirements across the County.

Facilities management of the Will-O-Way facilities at Grant and Underwood Parks will transition to the Facilities Management Division of DAS.

As a result of this change, 1.0 FTE Director of Disability Services is transferred to DHHS from DAS and 1 FTE Disabilities Recreation Manager is transferred to DAS-Facilities Management Division (FMD).

OPD Expendable Trust Fund (Org. 0601)

Since 1983, the Milwaukee County Commission for Persons with Disabilities has maintained an expendable trust fund to benefit Milwaukee County residents with disabilities. Through its actions, the Commission also fosters activities that support contributions to the corpus of the trust. Expenditures include support for disability-related community events. Revenues are derived from grants, donations, and/or vending machine profits. If needed, OPD is authorized to execute a fund transfer from the Trust Account for the payment of expenses.

Expenditure	Revenue	Tax Levy
\$10,000	\$10,000	\$0

Aging Unit Services

Consistent with the “No Wrong Door” customer service approach and in accordance with State and local aging laws and policies, in particular Wis. Stat. § 46.82, the 2022 Budget creates an Aging Unit that coordinates aging services for individuals 60 and older. Per state statutes, the Aging Unit Director will report to the DHHS Director and work directly with the Commission on Aging and its subcommittees to coordinate aging services throughout the County.

The Aging Unit distributes federal, state, and local funds through purchase of service contracts with home and community-based agencies to provide a comprehensive network of programs designed to allow older adults to live independently and with dignity. Some of the available community-based supports include: caregiver support, neighborhood outreach, socialization programs, telephone reassurance services, transportation services, and late-life counseling. The Aging Unit coordinates advocacy services through legal assistance programs as well as through staff coordination of activities conducted by the Commission on Aging and its Advocacy Committee.

The budget includes various enhancements and changes to service delivery. Revenues reflect a net increase of \$109,864 in various Older Americans Act grants, while expenses increase by \$161,659. Contracted services increase by \$36,659. This increase is distributed among various services offered to Milwaukee County seniors, including the Senior Dining Program (pick-up and delivery options) as well as the Meals on Wheels program; expanded transportation to grocery stores, medical appointments, and other community locations important to older adults; Neighborhood Outreach Program services; National Family Caregiver support; and outreach to underserved populations that may include low-income senior housing residents, American Indian, refugee, and LGBT older adults, and older residents in under-resourced neighborhoods predominately inhabited by black residents. Funding could also be used to support meeting CLAS (Culturally and Linguistically Appropriate Services) standards in service delivery and ensuring full access to services for blind and visually impaired, deaf and hard of hearing, and persons with disabilities.

While federal American Rescue Plan Act (ARPA) funds allocated under Title III of the Older Americans Act will provide opportunities to expand or enhance services for older adults, these funds also may contain various match requirements that Milwaukee County may have to address in the 2022 Budget (and in future County budgets) in order for the funds to be expended. Milwaukee County has traditionally provided levy or basic county allocation (BCA) to support match requirements for most OAA funded programs.

Personnel services increase by \$216,865 due primarily to increases in legacy healthcare and legacy pension costs.

The Milwaukee County 2022-2024 Area Plan will provide the blueprint for Area Agency on Aging (AAA) work. In addition to state and federal directives, the development of the next three-year Area Plan includes significant input from older adults through various public hearings, consultation with public commissions, councils, committees and community agencies, and more than 1,000 community surveys to define the Aging Unit’s work for serving the older adult community over the next three years. Some of the focus areas in 2022 include:

- Continuing to refine the service delivery network through a racial equity lens to ensure that the most underserved communities are receiving the services they need and that movement is made toward creating the conditions for healthier aging among discrete racial minority populations.
- Expanding advocacy opportunities and initiatives through the Commission on Aging's Advocacy Committee, Senior Statesman Program, the Wisconsin Aging Advocacy Network, and collaboration with other aging and disability advocacy groups that advance the interests of older residents.
- Enhancing family caregiver support services by convening a family caregiver summit and through increased/expanded outreach, promotional materials, and digital advertising.
- Expanding options within the Division's Evidence-Based Prevention Programs to address health disparities in underserved populations.
- Improving and enhancing transportation services to seniors by providing rides to new locations such as farmers markets, pharmacies, or educational opportunities, in addition to grocery stores, senior centers, meal sites, evidence-based health programs, health and dental appointments, and to obtain a resident ID, register to vote, or vote.
- Improving and expanding social programming (including virtual programming) at various senior centers throughout Milwaukee County.
- Coordinating transportation services for older adults and people with disabilities through the new Transportation Coordinator position. This was a current year position create in 2021.
- Enhancing collaboration with the Housing Division to increase access for lower income older adults to accessible, affordable, and sustainable housing, and to stabilize neighborhoods and sustain homeownership for older adults of color who have suffered the effects of systemic racial inequities in housing policy.
- Presenting monthly statements to all home delivered meal participants to increase awareness of the true cost of their meals. While no older adult is denied a meal if they cannot afford to contribute, we expect that learning about the full cost of meals served will encourage increased donations.
- Continuing to seek strategies to connect participants with Senior Dining staff through online platforms including an online reservation system. In 2021, nutrition staff piloted an online reservation system, and the results of that pilot will be evaluated to determine to what extent the online reservation system is expanded in 2022.
- Continuing to seek out new dining sites and flexible mealtimes. Most congregate sites serve meals at 11:30 am. However, there is increased demand among seniors wanting options for breakfast and/or dinner meals. Nutrition staff will seek opportunities to expand its service model to include dining sites at local restaurants and grocery stores that are primarily owned and operated by people of color and located in underserved neighborhoods.
- Reaching more seniors who live in underserved neighborhoods. Currently, about 40 percent of the meals served through the congregate dining program are provided to people of color. In April of 2021, the Dine Out pilot program was launched which created formal partnerships with four local minority owned restaurants to serve as curbside pick-up locations for seniors. The goal of this pilot is to reach seniors seeking cultural food items, meet a broader range of dietary preferences and attract older adults of color in underserved neighborhoods. Nutrition staff estimates that an additional 7,000 meals will be served between these four restaurant locations.
- The County-owned senior centers recently re-opened and will remain open five days per week in 2022. Face-to-face and virtual programming activities will be offered. Each center's advisory council will help direct and evaluate social programming activities. The Connecting Our Generations intergenerational program, which partners with the Milwaukee Public Schools, is expected to expand in 2022. The Commission on Aging Senior Center Workgroup will continue to meet and discuss the future of the five centers, focusing on new partnership opportunities that could expand programming options for Milwaukee County's older adults. Stock boxes offered through the Hunger Task Force will continue to be distributed at the centers.

The Aging Unit will also continue its collaboration with the Department of Administrative Services (DAS), other divisions within DHHS, and the Commission on Aging to improve its contracting processes and outcomes. DAS and DHHS staff will continue to work with Aging Program Coordinators to expand vendor competition for services and clarify performance measures and performance outcomes for each contract. The Aging Unit will seek efficiencies in operations

through a review of program and service offerings and will continue to utilize various County department services, including Facilities, Information Management Services Division (IMSD), Procurement, House of Correction graphics and Corporation Counsel legal services.

In 2022, DHHS will continue reporting to the Milwaukee County Board of Supervisors quarterly on the status of the integration of aging services within DHHS. The reports will include updates on the merging of the Aging and Disability Resource Center and the Adult Protective Services and the Elder Abuse Units as well as any other program and administrative changes, along with community feedback that has been received due to integration efforts. These reports will also highlight changes to the Aging service delivery network that is overseen by Aging Unit staff and the Commission on Aging.

Additional 2022 funds are anticipated for services for older adults through ARPA. These funds have not yet been awarded as of September 2021 and are not included in this budget. Once awarded, DHHS will work with the Commission on Aging and Milwaukee County leadership to determine a plan for the funds. The new revenues and related expenditures will be incorporated into the 2022 Budget after official award and planning has taken place.

Aging Unit Services by Major Program Area					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
<i>Nutrition Programs and Services</i>					
Expense	\$5,240,604	\$6,415,712	\$5,669,656	\$5,640,075	(\$29,581)
Revenue	\$4,964,411	\$6,230,634	\$5,633,139	\$5,496,350	(\$136,789)
Tax Levy	\$276,193	\$185,078	\$36,517	\$143,725	\$107,208
<i>Area Agency on Aging Programs and Services</i>					
Expense	\$3,768,175	\$4,056,639	\$4,130,200	\$4,204,768	\$74,568
Revenue	\$4,088,454	\$3,997,041	\$3,901,487	\$4,015,981	\$114,494
Tax Levy	(\$320,279)	\$59,598	\$228,713	\$188,787	(\$39,926)
<i>County-Owned Senior Centers</i>					
Expense	\$1,273,733	\$903,135	\$942,867	\$942,867	\$ 0
Revenue	(\$3,273)	\$217,659	\$0	\$0	\$ 0
Tax Levy	\$1,277,006	\$685,476	\$942,867	\$942,867	\$ 0

General Assistance Burials Program & Interim Disability Assistance Program (IDAP)

Adult Services also operates the General Assistance Burials Program and the Interim Disability Assistance Program (IDAP). These programs are primarily tax levy funded. Burial services are available to eligible Milwaukee County residents who do not meet Medicaid eligibility. IDAP provides short-term financial assistance to individuals who apply for Social Security benefits and are awaiting an award of benefits from the Social Security Administration. The total budget for both programs reflects about \$700,000 in expenditures, \$100,000 in estate recovery revenue and \$600,000 in levy.

HSW & ADRC Pay Equity Package

Based on an assessment with Human Resources, the budget includes salary adjustments to address pay equity issues for over 50 percent of the department’s Human Service Workers (HSWs) who perform critical, frontline services for our most vulnerable citizens throughout Milwaukee County. HSWs comprise the largest segment of the DHHS workforce and support Adult Services including the Aging and Disability Resource Center (ADRC) as well as Children, Youth and Family Services (CYFS). The annual cost impact is about \$350,000 for HSWs in the ADRC and CYFS. In addition, the budget addresses pay equity for certain supervisors and other staff supporting the ADRC and reflects an annual cost

8000 — DEPARTMENT OF HEALTH & HUMAN SERVICES

Department: **Department of Health & Human Services**

UNIT NO. **8000**

FUND: **General — 0001**

impact of about \$170,000. Both of these pay equity packages are offset by maximizing revenues generated by the programs many of these employees support.

Strategic Program Area 4: Housing

Service Provision: **Committed/Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$28,041,863	\$43,219,916	\$30,775,898	\$35,862,347	\$5,086,449
Revenues	\$22,093,391	\$37,160,853	\$24,252,507	\$28,745,165	\$4,492,658
Tax Levy	\$5,948,472	\$6,059,063	\$6,523,391	\$7,117,182	\$593,791
FTE Positions	39.5	39.0	41.0	53.0	12.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Home Energy Households Applied	62,592	61,342	70,000	70,000
Number of Families Receiving Rent Assistance	1,837	1,914	1,925	1,970
211 Impact Customer Contacts	123,989	145,998	200,000	200,000
Number of Individuals Placed by Community Intervention Specialist	439	480	500	550
# of HOME Loan Write Offs	3	0	10	5
# of Loans Served	80	85	85	85

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Occupancy Rate of Pathways to Permanent Housing	100%	100%	95%	95%
% Individuals Exiting to Permanent Housing in Pathways to Permanent Housing Program	90%	90%	85%	85%
% Individuals Maintaining Permanent Housing in Shelter Plus Care (My Home Program) for 6 Months*	98%	98%	95%	95%
Section 8 Management Assessment Program Score (90 = high performer)	93	93	94	94
% of Chronically Homeless Individuals Placed by Housing Outreach & Maintaining Housing for 12 Months	97%	97%	97%	97%

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 - transferred from Management Services Division

Strategic Implementation:**Housing First Initiative**

Housing First is based on the concept that a homeless individual or household's first and primary need is to obtain stable housing. With the launch of this initiative in 2015, the Housing Division has been working in collaboration with BHD, City of Milwaukee, Milwaukee Police Department, and its network of providers to house many additional homeless individuals and families through the existing Section 8 Program. A majority of these individuals need case management services to be successful in permanent housing. Through the addition of wraparound services, individuals tend to be far more successful in maintaining their permanent housing unit. Nationally, the availability of these services has been shown to dramatically reduce expensive public service costs such as emergency room visits, inpatient psychiatric hospitalizations, police time, and court appearances. The budget reflects the continuation of funding for this initiative. With the dramatic reduction in the chronically homeless population, the Division has now turned its focus to individuals and families that do not meet that federal definition as well as providing prevention services.

Eviction Prevention

The Housing Division will continue its focus on eviction prevention in 2022 using federal stimulus dollars. Utilizing its County funds, the Division will maintain its important focus on those who are low income and facing potential eviction. In 2021, the Housing Division and its partners prevented over 5,000 evictions by providing rental arrearages and case management services. The Housing Division will also continue rehabbing properties it acquires due to County foreclosures through the Opportunity Knocks Program as well as finding alternative housing options for those who have lost their homes through the foreclosure process.

House of Correction Partnership

Starting in 2021 and continuing into 2022, the House of Correction (HOC) and Housing Division will partner together to provide housing navigation services for residents ahead of their transition back into the community. Currently, no resources exist to assist individuals in finding housing. To support this new initiative, one Community Intervention Specialist is created at a salary and social security cost of \$60,133 which is crosscharged to the HOC.

Housing Choice Voucher (HCV) Program

In 2021, the HCV Program received 63 new Emergency Housing Vouchers from Housing and Urban Development (HUD) and the program lease up rate increased. For this reason, one position of Housing Program Assistant is created at a salary and social security cost of \$43,770. The new position will be responsible for certification, processing, and leasing of the additional vouchers. The position would allow maximum utilization of the program to lease eligible applicants to receive rental assistance through the program. Increased HUD administrative revenue will support 100 percent of the cost of the position.

Emergency Shelters

Funding of \$721,000 is included in the budget for emergency shelters. This is the same allocation as 2021.

Wisconsin Home Energy Assistance Program (WHEAP)

For 2022, the Energy Assistance Program transfers into the Housing Division along with \$2.8 million in expenditures, \$2.7 million in revenue and a tax levy of \$100,000 as well as four positions. The WHEAP is funded by the State Department of Energy, Housing and Community Relations (DEHCR) and is operated by Milwaukee County utilizing two subcontractors, Community Advocates and UMOS, along with three county employees co-located at the agencies and managed by one employee in DHHS. The program supports six sites providing customers with more access points to apply for energy assistance throughout the community.

The program is funded by a combination of State and federal funding and a final revenue allocation will not be known until early fall 2021 for the 2022 federal fiscal year. For this reason, the budget assumes a base level revenue amount of \$2.7 million which can be adjusted by a fund transfer once a final revenue allocation is identified under the contract with the State Department of Administration.

211-Impact Contract

The oversight of the 211-IMPACT contract was previously conducted by the Management Services Division and now transitions to the Housing Division. The 211-IMPACT contract for \$430,000 is funded by DHHS with \$388,162 in tax levy (including \$50,000 from Housing for its coordinated entry for homeless services) and \$41,838 in Energy revenue. This is the same level of funding 211-Impact received from DHHS in 2021. BHD's budget includes \$315,000 which will be executed under a separate contract with 211-Impact.

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DEPARTMENTAL NARRATIVES

PARKS, RECREATION & CULTURE FUNCTION

9000 — Department of Parks, Recreation & Culture

9500 — Zoological Department

9910 — University of Wisconsin – Extension

1900 — Consolidated Non-Departmental Cultural Contributions



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$19,058,485	\$15,988,445	\$19,146,697	\$20,239,384	\$1,092,687
Operation Costs	\$11,651,102	\$9,137,974	\$10,804,518	\$11,741,156	\$936,638
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$1,372,419	\$894,810	\$1,065,000	\$1,235,000	\$170,000
Interdepartmental. Charges	\$4,476,939	\$3,648,731	\$4,543,798	\$5,075,213	\$531,415
Total Expenditures	\$36,558,945	\$29,669,960	\$35,560,013	\$38,290,753	\$2,730,740
Revenues					
Direct Revenue	\$19,868,596	\$16,107,763	\$18,834,089	\$20,917,132	\$2,083,043
Intergovernmental Revenue	\$338,049	\$346,286	\$255,200	\$347,212	\$92,012
Indirect Revenue	\$20,628	\$8,805	\$15,000	\$15,000	\$ 0
Total Revenues	\$20,227,273	\$16,462,854	\$19,104,289	\$21,279,344	\$2,175,055
Tax Levy	\$16,331,672	\$13,207,106	\$16,455,724	\$17,011,409	\$555,685
Personnel					
Full-Time Pos. (FTE)	247.0	247.0	254.0	260.0	6.0
Seasonal/Hourly/Pool \$	\$4,878,786	\$2,825,053	\$4,609,260	\$4,360,114	(\$249,146)
Overtime \$	\$186,247	\$25,325	\$177,084	\$160,243	(\$16,841)

Department Mission:

To steward a thriving park system that positively impacts every Milwaukee County Park visitor.

Department Vision:

To foster dynamic connections through our lands and community, heighten the quality of life in the county, and lead as a model park system.

Department Description:

Milwaukee County’s park system is diverse and multifaceted. Comprised of parks, facilities, and services, it directly supports our community by providing opportunities for recreation, health, wellness, environmental stewardship, and improved quality of life.

Parks manages over 15,000 acres including 157 parks, 11 parkways, and over 210 miles of trails. The system offers year-round recreation activities located throughout the county: natural areas, trails, beaches, marinas, playgrounds, athletic courts and fields, community recreation centers, horticultural facilities, golf and disc golf courses, aquatic centers, swimming pools, wading pools, splash pads, dog parks, an indoor ice rink, and food and beverage locations.

Milwaukee County Parks is organized into three divisions: Administration & Planning, Operations & Trades, and Recreation & Business Services.

Department Goals:

- Equitably balance the parks system to make it sustainable in services, facilities, staffing, and funding.
- Advance racial equity to support Milwaukee County as the healthiest county in Wisconsin.
- Grow an engaged, diverse workforce that reflects the diversity of Milwaukee County residents.
- Invigorate community health & wellness through recreation experiences.
- Continue to expand communications to inform and engage employees, stakeholders, and 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 recreation experiences.
- **Diverse & Inclusive Workforce:** making sure Parks staff is diverse and representative of county residents.
- **Customer-focused Design:** equitably provide the services the public needs and wants.
- **Employee Perspective:** ensuring 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:** making sure we work toward the establishment of long-term Parks resources

Major Changes in FY 2022

Parks is proposing to spend \$100,000 on tree plantings in 2022 and will support this effort through the Weigel-Hearst trust fund. Milwaukee County is committed to becoming carbon neutral by 2050 and while the effort to increase tree canopy is not directly related to this initiative, it is meant to support the overall effort as trees absorb carbon dioxide in the atmosphere. In addition to supporting the Milwaukee County's goals around carbon neutrality, the Parks Forestry staff have unfortunately had to remove thousands of ash trees over the last several years due to Emerald Ash Borer disease. This has resulted in a dramatic loss of tree canopy which can be partially addressed by this proposal. Parks will focus on reforestation efforts in urban areas and utilize an equity index and identify tree species that are native and resilient to climate change in the distribution of trees throughout the parks system.

In prior years, the Parks has provided financial support for a Diverse Swim Program which was focused on addressing the swim ability issues within Milwaukee County. In response to the drastic lifeguard shortages of the past few years, Milwaukee County has focused planning efforts in 2021 on addressing the root causes of the lack of swim ability. Funding in the amount of \$40,000 is allocated to support efforts to address swim ability in an effort to reduce drownings and support public safety.

Parks has seen a dramatic increase in golf course attendance in 2020 and 2021.

Parks also regularly conducts research on its position with the market and reviews fees against inflationary costs. Golf cart fees will increase one dollar in 2022 at Tournament, Championship and Regulation courses. Discount card rates at Executive courses will increase by one dollar in 2022. Golf cart fees were last increased in 2016 and discount rates at Executive courses were last increased in 2012.

The same number of wading pools (14) and splash pads (7) that were opened and operated in 2021 will also be opened in 2022. Additionally, the same number of deep well pools and water parks will be budgeted to open in 2022, however the actual ability to open these sites as well as the ability to provide lifeguards at Bradford Beach will be determined by the number of lifeguards that Parks is able to recruit, train, and retain.

District. The program connects underrepresented individuals to careers in green infrastructure maintenance through training and experience in the over 190 green infrastructure features throughout Milwaukee County Parks.

Interrelated improvements are planned for the picnic rental program in the 2022 budget. Parks will convert 17 current picnic sites from reservation-only to “first-come, first-served” and will be free to use for park patrons. Additionally, the pricing structure will be adjusted for weekday, non-profit and weekend rates. Picnic sites have been reviewed and identified across the system for appropriate group sizes and amenities to maximize operational efficiencies. Parks also now offers online reservations for picnic sites for dates beyond 14 days and has seen strong growth in online transactions.

2022 Staffing level changes

- 1.0 FTE Cement Mason is created to provide in-house expertise and response for emergency repairs and regular maintenance (offset with expenditures in commodities & services).
- 4.0 FTE Parks Maintenance Workers are created to provide entry level positions within the department across three regions and within the skilled trades to assist with general park operations and support the new cement mason position.
- 1.0 FTE Coordinator Office Admin funded through the abolishment of an Office Assistant 1 to support trades staff with purchasing and Cityworks documentation.
- Abolish 1.0 FTE Office Assistant 3 to create 1.0 FTE Office Coordinator Admin.
- Abolish 1.0 Officer Development Position to create 1.0 FTE Assistant Director of Operations

Summary of service level changes

- Increase expenditures by \$100,000 to accelerate tree replacements throughout Milwaukee County with a focus on urban tree canopy by utilizing revenue from the Weigel/Hearst trust fund.
- Continued implementation of Parks' workforce development program, Fresh Coast, Fresh Start and Fresh Coast Ambassadors, in partnership with the Milwaukee Metropolitan Sewerage District (MMSD), at an expense of \$40,000.
- Update to the picnic rental program with a net zero tax levy impact
- Fee increases for golf cart rentals and discount card memberships at executive level courses for a revenue increase of \$145,000.

Strategic Program Area 1: Administration, Finance & Operations

Service Provision: Discretionary

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$3,647,634	\$2,778,169	\$3,159,978	\$3,001,819	(\$158,159)
Revenues	\$487,450	\$215,750	\$386,000	\$451,012	\$65,012
Tax Levy	\$3,160,184	\$2,562,419	\$2,773,978	\$2,550,807	(\$223,171)
FTE Positions	31.0	31.0	33.0	32.0	(1.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
County Population	945,726	945,726	949,000	949,000
Park Acreage	15,269	15,322	15,775	15,775
FTEs Per 10,000 Residents <i>Median for peer agencies is 7.4 FTE/10,000</i>	2.53	2.68	2.58	3.0
Parks Amenities Matching Funds (sPark) Awarded	\$216,673	\$12,195	\$0	\$200,000
Number of Parks Amenities Matching Fund (sPark) Projects Awarded	14	1	0	10
Parks Grant Awards	\$3,575,804	\$4,034,979	\$3,500,000	\$5,000,000
Number of Active Friends Groups	36	36	40	41
Number of Parking Citations	4,131	5,327	4,500	4,750
Number of Capital Projects Completed	56	17	55	30
Number of Right of Entry Permits	119	133	120	140

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Acres/1000 Residents <i>Median for peer systems is 12.5</i>	16.145	16.20	16.50	16.50
Operating Cost Recovery <i>Median for peer systems is 29%</i>	55%	55%	55%	50%
Operating Expenses Per Capita <i>Median for peer agencies is \$41.95</i>	\$39.34	\$31.37	\$41.95	\$40.00
Tax Levy Support Per Capita	\$17.61	\$13.97	\$17.75	\$17.75
Non-Tax Revenues Per Capita <i>The median for national peer agencies is \$9.04</i>	\$21.56	\$17.03	\$21.56	\$22.00
Parks Amenities Matching Fund External Dollars Leveraged	\$433,346	\$12,195	\$450,000	\$450,000

Parking Citations Revenues	\$118,204	\$123,586	\$120,000	\$120,000
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Strategic Overview:

The Administration & Planning Division is comprised of the Director’s Office, Marketing and Communications, Finance, Fund Development, Engagement, Contract Management, Safety, Security & Training, Planning, and serves as a liaison to both Human Resources and Risk.

The Director’s Office is the public face of the office, providing the overall department management, guidance and communication on policy, strategy, operations, and programs. Additionally, the Director’s office is focused on special projects, external relationships, communications, and engagement with the Board of Supervisors.

Marketing & Communication oversees marketing and public relations for the park system and its facilities, events, services, and front desk reception. This section also manages branding, marketing strategy, promotion, social media, media relations, print and digital marketing, web administration, content development, and graphic design.

Finance is responsible for the proper and timely reporting of Parks’ financial transactions in accordance with Generally Accepted Accounting Principles and following Governmental Accounting Standards for operating and trust fund accounts. This section manages purchasing and receiving of goods and services, requests for payment of obligations and invoices, recording of revenues, receivables and deferrals, petty cash management, and the proper reporting of fixed assets in accordance with County policies.

Fund Development leads the department in the acquisition of donations, supports donor campaigns, aids in prospecting and soliciting, supports Parks’ Community Project Request process, manages sponsorships, and supports grant development

Engagement manages volunteers and friends’ groups to support Parks services. This section also manages volunteer opportunities for external organizations, subsidized youth worker programs, and is the liaison to The Park People of Milwaukee County.

Contract Management oversees the development and compliance of Parks’ agreements, memos and letters of understanding, easements, management agreements, and other contractual documents. These tools outline the obligations and opportunities, are building blocks with external partners, and support public-private and intergovernmental relationships.

Safety, Security, & Training maintains safety and order in Milwaukee County Parks through interactions with patrons, various law enforcement and fee compliance tasks, and park neighbors. Additionally, this section oversees training and professional development for Parks employees, administers the County Learning Management System (LMS) for Parks, administers the Park Ranger program, and collaborates with County Risk Management.

Planning provides parks master planning, capital project management, in-house design, and supports the maintenance and acquisition of parkland in accordance with Parks mission. Efforts include property disposition, development review, evaluation of park improvements and resource protection areas, needs assessments, easements, right-of-entry permitting, maintenance of Parks Geographic Information System (GIS), administration of grants, records and archive retention, and evaluation of third-party project requests.

Administration and Planning supports the County strategic focus areas of applying a racial equity lens to all decisions, enhancing the County’s fiscal health and sustainability and dismantling barriers to diverse and inclusive communities.

Goals & Objectives:

- Advance marketing and communications plans
- Increase and diversify Parks’ audience through engagement
- Expand sponsorship opportunities
- Improve financial tracking methods to more holistically monitor departmental resources
- Update and implement standard contractual processes

- Improve department engagement through improved communication and project specific procedures
- Broaden volunteer opportunities and activities through designated channels
- Advance the development of Parks' procedures within the County's Administrative Manual of Procedures
- Build workforce development and succession plans
- Improve short and long-term capital outlay processes, including major maintenance goals
- Support Parks' performance management goals
- Provide department-wide administrative support for pandemic-response

Strategic Implementation:

- Reflect the full diversity of Milwaukee County at every level of (county) government – implementation of workforce development programs with a focus on equity
- 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
- Enhance the Milwaukee County's fiscal health and sustainability – responsible fiscal management
- Dismantle barriers to diverse and inclusive communities – expand public engagement to underrepresented communities and utilize feedback to inform decisions

Staffing level changes

- 1.0 FTE Officer Development Position is abolished

Summary of service level changes

- Continued implementation of Parks' workforce development program, Fresh Coast, Fresh Start and Fresh Coast Ambassadors, in partnership with the Milwaukee Metropolitan Sewerage District (MMSD), at an expense of \$40,000.

Strategic Program Area 2: Operations & Trades

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$16,559,541	\$14,442,092	\$16,692,697	\$18,395,012	\$1,702,315
Revenues	\$1,017,095	\$1,004,680	\$926,610	\$897,610	(\$29,000)
Tax Levy	\$15,542,446	\$13,437,412	\$15,766,087	\$17,497,402	\$1,731,315
FTE Positions	130.0	130.0	132.0	138.0	6.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Total Trail Miles	174	213	225	225
Number of Oak Leaf Trail Miles	125	135	127	140
Number of Parkway Miles	64	64	62	62
Soft Trail Miles Maintained as Hiking/Biking	75	78	75	80
Number of Golf Courses Maintained	15	14	14	12
Number of Athletic Fields	232	232	233	233
Number of Disc Golf Courses	6	6	6	7
Number of Dog Exercise Areas	8	8	8	8
Number of Parks	157	157	157	157
Number of Playgrounds	114	114	113	113
Square Footage of Buildings Maintained <i>Based on insurance schedule</i>	2,183,041	1,457,417	1,265,000	1,400,000

Variances in 2019 data due to transition for measurement to GIS layers

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Parkland Managed as Natural/Agricultural Areas	64%	60%	67%	67%
Natural Areas Management Ratio <i>Actively managed natural areas as proportion of total natural areas (passive, non-developed)</i>	26%	26%	15%	15%

Strategic Overview:

The Park Operations & Trades Division is responsible for the operation of Milwaukee County Park facilities and is comprised of Operations, Land Resources/Natural Areas, and Skilled Trades.

Operations activities include the management and maintenance of general access to parks, park grounds, trails, land and natural resources, landscaping, and golf course turf maintenance; management and maintenance of natural areas, storm water facility maintenance, sports fields, playgrounds, wading pools, splash pads, picnic areas, agricultural lands, pavilions, and parkways; and equipment and fleet maintenance. Additionally, Operations provides customer service and special event support; coordinates with elected officials, partners, citizens, community groups, volunteers, friends groups, other stakeholders, and user groups; and responds to concerns regarding maintenance, encroachments, forestry issues, stream blockages, and safety issues.

Land Resources/Natural Areas provides technical services to meet the Parks stewardship obligations for significant natural resources on approximately 15,300 acres of Parks land. This includes coordinating department-wide efforts to protect, manage, and interpret natural resources and implementation of the agency's Ecological Restoration Management Plans, Urban Forest Sustainability Plan, and Natural Resources Management Plan. Staff also supports volunteer activities related to natural resource management and reviews county development plans for natural resource impacts.

Skilled Trades are responsible for the maintenance, upkeep and improvement of Parks buildings, structures and mechanical systems throughout the parks system; ensuring health, safety, and code compliance of park facilities; and providing preventative and corrective maintenance on park assets. Staff supports building and infrastructure systems such as HVAC, electrical, mechanical, carpentry, and plumbing through a combination of in-house and contracted services.

Park Operations and Trades are essential to maintaining the availability of public spaces to support the mental and physical health of Milwaukee County citizens and invest upstream to address root causes of health disparities.

Goals & objectives:

- Provide relevant training opportunities for operations staff
- Expand outreach programming and naturalization/stewardship within the Golf Course properties
- Continue implementation of the Milwaukee County Parks Urban Forestry Management Plan
- Create and implement the Natural Resources Management Plan
- Continue work on Oak Creek Watershed Restoration Plan
- Update Trails Network Plan and continue to expand the Oak Leaf Trail and other trail systems
- Continue implementation of the CityWorks Work Order and Asset Management System
- Promote workforce development outreach to ensure the development of park employee base.

Strategic Implementation:

- Reflect the full diversity of the County at every level of County government – implementation of workforce development programs with a focus on equity
- 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 – restore tree canopy to support public health and mitigate climate change

Staffing level changes

- 1.0 FTE Cement Mason is created to provide in-house expertise and response for emergency repairs and regular maintenance (offset with expenditures in commodities & services).
- 4.0 FTE Parks Maintenance Workers are created to provide entry level positions within the department across three regions and within the skilled trades to assist with general park operations and support the new cement mason position.

- 1.0 FTE Coordinator Office Admin funded through the abolishment of an Office Assistant 1 to support trades staff with purchasing and Cityworks documentation
- 1.0 FTE Assistant Director of Operations has been created by abolishing 1.0 FTE Officer Development Position

Summary of service level changes

- Increase expenditures by \$100,000 to accelerate tree replacements throughout Milwaukee County with a focus on urban tree canopy by utilizing revenue from the Weigel/Hearst trust fund

Strategic Program Area 3: Recreation & Business Services

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$16,351,771	\$12,449,698	\$15,707,338	\$16,893,923	\$1,186,585
Revenues	\$18,722,728	\$15,242,424	\$17,791,679	\$19,930,722	\$2,139,043
Tax Levy	(\$2,370,957)	(\$2,792,726)	(\$2,084,341)	(\$3,036,799)	(\$952,458)
FTE Positions	86.0	86.0	89.0	90.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Total Attendance Aquatics	148,073	4,944	175,000	175,000
McKinley Marina Slip Rentals	619	607	619	619
McKinley Marina Annual Boat Launch Permits	254	240	275	275
McKinley Marina Daily Boat Launches	3,603	4,523	3,900	4,700
Total Community Center Memberships	1,245	1,689	800	1,500
Total Community Center Daily Passes	10,770	9,119	7,500	10,000
Number of Sports Complex Court Hour Rentals	4,100	325	3,000	3,000
Number of Sports Complex Field Rentals	550	100	400	350
Total attendance: Boerner Botanical Gardens	170,154	14,828	180,000	180,000
Total attendance: Mitchell Park Domes	191,177	65,969	150,000	185,000
Total attendance: Wehr Nature Center	68,120	98,336	70,000	80,000
Total attendance: King Comm. Center	61,545	3,209	40,000	50,000
Total attendance: Kosciuszko Comm. Center	62,240	16,185	40,450	50,000
Total attendance: Sports Complex	202,000	35,000	150,000	150,000
Total attendance: Wilson Recreation	66,250	27,010	40,000	50,000
Rounds of Golf Played: Regular	226,485	304,048	235,000	285,000
Rounds of Golf Played: Par 3	13,694	17,240	12,000	15,000
Number of Events Catered by Parks	411	92	300	300
Number of Building Rentals	2,235	288	560	1,800
Number of Athletic Field Permits	7,820	2,179	8,000	7,500
Number of Special Events	997	67	250	800

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Picnic Rentals	2,887	239	3,200	3,200
Number of Dog Exercise Area Permits	6,945	5,318	7,000	7,000
Number of Disc Golf Permits	1,196	1,452	1,500	1,550

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Cost per Swimmer: Indoor Pools	\$20.12	\$104.82	\$8.00	\$8.00
Cost per Swimmer: Outdoor Pools	\$9.74	\$0	\$5.00	\$5.00
Cost per Swimmer: Water Parks	\$7.12	\$0	\$1.00	\$1.00
McKinley Boat Slip Occupancy Ratio	95%	88.6%	94%	94%

Strategic Overview:

The Recreation & Business Services Division is comprised of Aquatics, Food & Beverage, Horticulture, McKinley Marina, Public Services, Recreation, Golf, Organized Sports, and Special Events. The division seeks to enrich the community by providing recreational services and programming throughout the Milwaukee County Parks system.

Aquatics oversees pool operations, management, and maintenance of indoor and outdoor deep well pools and family aquatic centers. Trained lifeguards staff these facilities to keep swimmers and patrons safe.

Food & Beverage operates and sells food and beverages at 55 facilities throughout the system including South Shore Terrace, the Whitnall Park Beer Garden, the Vine at Humboldt Park, the Traveling Beer Garden series, golf courses, ice rinks, horticulture facilities, pool and aquatics facilities, recreation centers, and events. In addition, the food & beverage team offers catering options in conjunction with golf outings and other facility rentals.

Horticulture includes Boerner Botanical Gardens, Wehr Nature Center, and the Mitchell Park Conservatory (the Domes), as well as the Mitchell Park Greenhouse Complex. These facilities provide an opportunity for visitors to experience nature in both formal and natural environments, through passive recreation or through educational offerings. They also offer rental rooms, on-site facilities, and serve as host to special events.

McKinley Marina operates, manages, and maintains the marina infrastructure including floating docks which house 655 slips for season-long tenants and transient boaters, buildings, grounds, and the marina basin. The marina offers slip rentals, fuel sales, launch permits, and storage space for rent on a seasonal basis.

Public Services facilitates the rentals of park pavilions, picnic shelters and open space picnic areas. This area is responsible for the sale of disc golf permits, dog park permits and all on-line boat launch permits.

Recreation encompasses the Kosciuszko and Martin Luther King, Jr. Community Centers, the Wilson Park Recreation Center, and the Milwaukee County Sports Complex. Recreation manages, operates, and maintains these facilities, while providing a variety of recreational opportunities including sports leagues, exercise areas, room rentals, camps, classes, trainings, and events.

Golf oversees golf course operations and management, clubhouse management, facilitation of golf tournaments, outings, leagues, and merchandise sales at 14 courses. PGA Professionals provide expanded services at the six main courses.

Organized Sports and Special Events manage the permitting and coordination of organized sports leagues, athletic field rentals, courts and special events.

Recreation and Business Services provide numerous opportunities for Milwaukee County residents to recreate and support the strategic focus areas of investing upstream to address root causes of health disparities and enhancing the Milwaukee County's fiscal health and sustainability.

Goals and objectives:

- Maintain concessions through improved services and offerings.
- Increase opportunities at horticulture facilities through increased programming, special events, and concessions sales.
- Continue implementing Parks Recreation Management Software and Point of Sale System (POS) with the expansion of the on-line sales platform to include picnic site rentals for the 2021 picnic season.
- Continue improving the quality of user/customer service interaction.
- Provide department-wide recreational support for pandemic-response.

Strategic Implementation:

- Reflect the full diversity of Milwaukee County at every level of (county) government – implementation of workforce development programs with a focus on equity
- 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; identify locations of new “first come first served” picnic areas
- Invest “upstream” to address root causes of health disparities – provide recreation programming to enhance individual and public health
- Invest “upstream” to address root causes of health disparities – address root causes of inequity in swim ability
- Enhance Milwaukee County's fiscal health and sustainability – invest in revenue generating activities

Staffing level changes

- No staff level changes

Summary of service level changes

- Update the picnic rental program with a net zero tax levy impact
- Fee increases for golf cart rentals and discount card memberships at executive level courses for a revenue increase of \$145,000.

Mitchell Park Horticultural Conservatory

Per Milwaukee County Ordinance 47.32 current fees for Mitchell Park Horticultural Conservatory are included in the table below. Free admission is provided to Milwaukee County residents on the first (1st) Thursday of every month, excluding major holidays. The Parks Director is authorized to adjust the dates of free admission as needed.

Category	County	Non-County
Adults (18+ yrs)	\$ 7.00	\$ 8.00
Youth (6-17 yrs)	\$ 5.00	\$ 6.00
Students (w/college ID)	\$ 5.00	\$ 6.00
Adults with Disabilities	\$ 5.00	\$ 6.00
Seniors (60+ yrs)	\$ 5.00	\$ 8.00
Children (0-5 yrs)	Free	Free

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$7,989,867	\$7,372,826	\$8,662,007	\$9,097,134	\$435,127
Operation Costs	\$6,031,188	\$4,349,705	\$7,488,236	\$8,395,562	\$907,326
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$486,148	\$241,201	\$512,336	\$401,501	(\$110,835)
Interdepartmental.	\$569,488	\$330,875	\$590,844	\$717,097	\$126,253
Total Expenditures	\$15,076,691	\$12,294,607	\$17,253,423	\$18,611,294	\$1,357,871
Revenues					
Direct Revenue	\$14,975,501	\$6,424,771	\$18,384,772	\$19,404,089	\$1,019,317
Intergovernmental	\$0	\$	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$	\$0	\$0	\$ 0
Total Revenues	\$14,975,501	\$6,424,771	\$18,384,772	\$19,404,089	\$1,019,317
Tax Levy	\$101,190	\$5,869,836	(\$1,131,349)	(\$792,795)	\$338,554
Personnel					
Full-Time Pos. (FTE)	151.5	151.5	151.5	155.1	3.6
Seasonal/Hourly/Pool \$	\$1,179,446	\$504,507	\$1,199,452	\$1,251,257	\$51,805
Overtime \$	\$200,339	\$61,944	\$306,012	\$295,052	(\$10,960)

Department Mission:

The Milwaukee County Zoo will inspire public understanding, support, and participation in global conservation of animal species and their environment by creating a unifying bond between visitors and the living earth and will provide an environment for personal renewal and enjoyment for guests.

Department Description:

The Milwaukee County Zoo includes four divisions that provide services in support of Wisconsin's largest zoo: Administration, Finance & Operations, Marketing and Communications, Maintenance, Grounds & Environmental Services, and Animal Management & Health.

Major Changes in FY 2022

The 2022 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. 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”. This Zoo offers a safe, family atmosphere and will continue to provide excellent customer service to its guests.
- **Investing in Equity:** The budget includes revenue-generating events and education programs, including a partnership with the Zoological Society to serve children and families experiencing high-economic need. The short summary below provides general information. Additional details can be found under the appropriate division sections.
- **Creating Intentional Inclusion:** The Zoo is focusing on a more diverse staff and expanding the Zookeeper internship program from two to five interns and each division will participate in an internship program that will work with community partners to provide opportunities for job training and interest in zoo jobs. A strategic pricing strategy is being implemented in April of 2022 that incorporates affordability and more accessibility and adjusting the marketing strategy to focus more on broader and diverse audience. The Zoo is also working with the Zoological Society of Milwaukee (ZSM) to develop an Accessibility Program. The Zoo and ZSM have many programs designed to reach communities of color and underrepresented populations such as Free Days and the Animal Ambassador Education Program. We are exploring ways to improve and deepen our commitment to racial equity as we work together to develop a more comprehensive program that will provide access to all the programs offered by the Zoo and Society. A Program Coordinator position is created with a focus on Diversity, Equity, Inclusion and Accessibility to work with the Zoological Society and community partners to broaden community involvement.

The Zoo budget is heavily based on generating revenue to support its operation and wildlife conservation. For 2022, a new pricing strategy being implemented on April 1, 2022 with further details on the program in the Administration, Finance and Operations Section.

The special exhibit will be Dragons and Mystical Beasts. See the Administration /Finance/ Operations Division section for details.

The Wild Lights evening special event has been increased from 10 to 25 nights. See under the Administration, Finance and Operations division for details.

A new revenue-share program is included to provide guests with a 4D Theater experience. Additional details can be found under the Administration, Finance and Operations division.

The 2021 Budget included expenditure and revenues for in-house operation of the Zoo’s Zip Line and Ropes Course. For 2022, climbing walls are being added to generate additional revenues. See details under the Administration, Finance and Operations Division.

To provide additional value to a Zoo visit, the popular free Bird Show at the Family Farm Theater will again be offered in 2022. See the Animal Division for more details.

Focus continues on updating exhibits to address U.S. Department of Agriculture, Animal and Plant Health Inspection Services and Association of Zoos and Aquariums standards and to enhance the guest experience. The 2020 Budget included funds for Phase 3 of Adventure Africa Master Plan to renovate the Rhino Exhibit, planning continues into 2022 and it is anticipated that the Zoo’s 2023 Capital Budget Request will include construction funds. This phase of the project will not be submitted until the Zoological Society of Milwaukee commits to 50% of the costs of the project.

The budget includes funding of \$1,077,568 in the Capital Budget to repave parking lot #4.

Design funds are requested in the Capital Budget to reconfigure the main entrance/admissions (\$806,569) and create a “wow” Penguin experience (\$822,828) as guests enter the Zoo. The current layout regularly causes traffic congestion on Bluemound Road and backups on the surrounding freeways. To minimize long wait times, traffic issues and a negative start to Zoo visits, a more efficient entry process is required. Under the current design, it is operationally impossible for Zoo staff to spend the time necessary to sell Zoo memberships, special experiences or even take the

9500 — ZOOLOGICAL DEPARTMENT

Department: **Zoo**

UNIT NO. **9500**

FUND: **General — 0001**

time to answer guest questions. The Humboldt Penguin Exhibit was designed in the 1980s and no longer provides the current husbandry standards for this species. Renovations would include an upgraded filtration system, indoor holding, and nesting areas, as well as an expanded public viewing area, and bring the exhibit up to current exhibit design standards.]

Strategic Program Area 1: Administration, Finance & Operations

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$3,810,586	\$3,537,740	\$4,932,392	\$5,043,389	\$110,997
Revenues	\$11,914,080	\$5,661,101	\$13,699,124	\$14,081,493	\$382,369
Tax Levy	(\$8,103,494)	(\$2,123,361)	(\$8,766,732)	(\$9,038,104)	(\$271,372)
FTE Positions	20.0	21	21.0	23.6	2.6

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Zoo Attendance	1,242,162	519,633	1,351,500	1,351,500
General Admission Revenue	\$5,465,209	\$1,851,550	\$7,130,707	\$7,829,044
Zoo Rides Revenue	\$1,046,867	\$334,993	\$1,304,901	\$1,343,451
Vendor Revenue	\$2,609,247	\$947,563	\$3,040,582	\$3,019,421
Society Membership Revenue	\$3,315,477	\$2,012,402	\$3,356,554	\$3,356,554

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Average visitor spending*	\$12.06	\$6.30	\$13.60	\$14.36
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Guest Survey: Excellent or Very Good Food Service**	66.3%	71%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets**	81%	87%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations**	82%	96%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions*	84.4%	99%	90%	90%

* Average visitor spending = total revenue/total attendance

** Annual Exit Survey Results

Strategic Overview:

Administration, Finance and Operations Division provides effective leadership for all Zoo functions and responsibilities including strategic goals for the Zoo. Direct oversight includes business analytics, cash management, financial and capital project planning, accounts payable and receivable, personnel and payroll, reception, radio

dispatch, information technology, safety and security services, contract review, program evaluations, performance measures/strategic goals, oversight of Guest Experience and Safety committees, manages school field trips, other general office services, management of major revenue sources, such as admissions, parking, miniature train, zoo expeditions, carousel, special exhibit, 4D Theater and the zip line, ropes course and climbing walls. Staff from this program area also oversee revenue-generating contracts and leases with outside vendors and oversee the partnership with the Zoological Society of Milwaukee. |

Strategic Implementation:

The Milwaukee County Zoo partners with the Zoological Society of Milwaukee Education Department to provide six programs serving children and their families attending schools with high economic need. In 2019, 40,250 students and 133 adults were served from Milwaukee Public Schools, six local parochial schools, West Allis and West Milwaukee and Milwaukee Sign Language. The budget continues this partnership.

In 2022 the Zoo is implementing a strategic pricing plan for general admission tickets beginning April 1, 2022. 2022 will be a trial year to work through the new pricing plan. The Zoo projects by year 2023 the Zoo will see a revenue increase.

The pricing strategy will also include a marketing and social media plan. The goal is to inform guests of the price changes, promote “Plan-Ahead Pricing” rates and “Any Time” tickets. Remaining accessible is an important piece of the Strategic Pricing Plan. Family Free Days (one Saturday in the months of October to March), Special Events (Mother’s Day free for moms, Father Day’s free for dads, Military Day, etc.) and Promotional Price Days (\$4 on the 4th of July) would not be affected.

Milwaukee County Residents will continue to receive reduced admission prices on Wednesdays. The rates are \$10.50 for Adult/Senior and \$8.00 for Children. Reducing the weekday rates as compared to the weekend rates is intended to give guests more flexibility by choosing the rate they rather pay. Additionally, this may accommodate those that cannot afford the weekend rates. In relation, the Zoo will offer the same rate that is offered on Wednesdays, on one Sunday each month from May through July.

Currently, there are no admission revenue increases in the budget from the strategic pricing plan for 2022. The zoo will make revenue changes in the 2023 Budget. The tables below show the current rates and the proposed pricing strategy. The minimum price will be set at \$10.00 with the maximum price at \$18.75. This is a change and a difference of \$3 to both the lowest and highest rates.

Current Admission Rates				
Category	County Admission Rates		Non-County Admission Rates	
	Off Season	Peak Season	Off Season	Peak Season
Adult	\$12.50	\$15.00	\$14.25	\$16.75
Child	\$9.50	\$12.00	\$11.25	\$13.75
Senior	\$11.50	\$14.00	\$13.25	\$15.75

Milwaukee County Proposed Admission Rates			
Category	Peak Season	Shoulder Season	Off Season
Adult	\$10.50 - \$18.00	\$10.50 - \$17.00	\$10.50 - \$12.50
Child	\$8.00 - \$15.00	\$8.00 - \$14.00	\$8.00 - \$9.50
Seniors	\$10.50 - \$17.00	\$10.50 - \$16.00	\$10.00 - \$11.50

Non-County Proposed Admission Rates			
Category	Peak Season	Shoulder Season	Off Season
Adult	\$13.75 - \$19.75	\$13.75 - \$18.75	\$12.75 - \$14.25
Child	\$10.75 - \$16.75	\$10.75 - \$15.75	\$9.75 - \$11.25
Seniors	\$12.75 - \$18.75	\$12.75 - \$17.75	\$11.75 - \$13.25

The budget adds climbing walls to the Zoo’s Zip Line and Ropes Course. The addition of climbing walls is estimated to generate \$38,550 in additional revenues. The labor cost for this operation are absorbed within the seasonal budget for the Zip Line and Ropes Course and the \$130,000 for the addition of climbing walls is funded by the Zoo’s Train Trust Fund.

A 4D Theater revenue-share contract is planned for 2022. The vendor will install the theater and the operations will be handled by Zoo staff. The movies are 10 to 15 minutes long and will focus on wildlife conservation, popular movie and holiday themes. Seasonal labor is increased by \$20,000 and revenues are projected at \$359,840 and expenditures at \$278,213 for a net profit of \$82,000.

The 2022 special exhibit will be *Dragons and Mythical Beasts*. Admission to the exhibit is \$3 per person and runs from April 28 through October 29. Expenditure’s total \$402,441 and revenues \$535,602 for a net profit of \$82,161, which is a profit increase of \$76,000 over the 2021 exhibit. Outdoor summer exhibits generate more revenue than using the indoor special exhibit space. The budget also includes \$50,000 for an outdoor 2023 special exhibit of Ice Age – Animals of North America.

The expansion of the Wild Lights event from 10 to 25 nights requires an increase in seasonal labor for the following classifications: \$10,258 of Zoo Worker 2, \$15,117 of Zoo Worker 4, and \$5,680 for Zoo Worker 5 for a total cost of \$31,055.

The 2019 Budget made various workforce staffing changes that included the creation of two positions of Visitor Services Specialist that were funded by the elimination of seasonal labor dollars. This change was made to allow for more oversight for the admissions and rides operations. With increased revenue amenities and staffing needs, two additional Visitor Services Specialist positions are created in 2022 offset by a reduction in seasonal labor costs for a zero net tax levy impact. This not only improves operations and guest experience, but also provides a career pathway for seasonal employees to gain full-time employment.

In coordination with the Maintenance, Grounds and Environmental Services Division, one position of Machinery Operator Engineer Welder is abolished, and one Locomotive Engineer is created in the Administration, Finance and Operations Division to more accurately reflect the duties needed to operate the train for a cost savings to this division of \$8,873. The welder responsibilities are handled with a new Welder Mechanic position in the Maintenance, Grounds and Environmental Services Division.

One position of Program Coordinator with a focus on Diversity, Equity, Inclusion and Accessibility (DEIA) and community partnerships is included in the budget at 24 hours a week at a cost of \$32,138. The coordinator role is a community partner and Zoo liaison, focusing and coordinating their efforts on diversity, equity, inclusion, accessibility, and additional programs within the Zoo and neighboring communities to help bridge the gap in health disparities and accessibility options. The Program Coordinator drives the full cycle of project management including conception, design, implementation, launch and tracking key Diversity, Equity, Inclusion, and Accessibility (DEIA) initiatives. This position also coordinates the Zoo's Diversity and Inclusion Internship Program and participate in job fairs and chair the Zoo's DEIA Committee and program as required by the AZA accreditation standards. The Association of

Zoos and Aquariums (AZA) requires a DEIA program as part of the accreditation process. The next accreditation review is in 2024.

The vacancy and turnover reduction for the Zoo is budgeted at \$360,696. Of that amount, a reduction of \$148,506 is budgeted in this division but will be spread out to all Zoo divisions in 2022.

The Zoo Director or designee maintains authority to discount or waive fees and provide one or more free admission days during the months of January, February, March, October, November, and December.

The Zoo is authorized to enter the following Professional Service Contracts in 2022. They are included in the budget in lieu of separate review and approval during the budget year. These contracts are with an identified vendor.

Contract Amount	Description	Provider
\$45,000	Revenue Share Contract for Sea Lion Show	Ocean Connections
\$55,000	Revenue Share Contract for Strollers and Wheelchairs	Scooterbug Inc.
\$35,000	Revenue Share Contract for Mold-a-Ramas	William A. Jones Co.
\$33,000	Revenue Share Contract for Pony Rides	Patch 22
\$68,000	Digital food tickets for a la Carte	Magic Money
\$150,000	Lighting Contractor for Wild Lights Event	RWS Entertainment Group
\$25,000	Zoo Librarian/Research Services	Mary Kazmierczak
\$110,000	Bird Show Contract	TBD (will have info in early September)
\$337,500 plus Shipping Costs	2022 Special Exhibit – Dragons and Mythical Beasts	Dino Don Inc.
\$345,000 plus Shipping Costs (Deposit of \$25K only needed in 2022)	2023 Special Exhibit – Ice Age – Animals of North America	Dino Don, Inc.
\$240,000 (revenue share)	4D Theater Revenue share contract	Simex Iwerks

Strategic Program Area 2: Marketing and Communications

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$2,386,160	\$1,133,441	\$2,767,101	\$3,553,246	\$786,145
Revenues	\$2,938,469	\$628,249	\$4,413,585	\$5,061,783	\$648,198
Tax Levy	(\$552,309)	\$505,192	(\$1,646,484)	(\$1,508,537)	\$137,947
FTE Positions	10.8	9.8	9.75	10.75	1.0

What We Do With It: Activity Data					
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target	
Advertising Expenditures	\$566,588	\$300,053	\$598,000	\$630,800	
Group Sales Revenue	\$1,733,848	\$352,969	\$1,996,344	\$1,985,500	
# of Public Special Events	24	8	25	25	
Social Media Followers	134,532	216,636	165,000	232,000	
# of Sponsorships	30	9	32	30	

How Well We Do It: Performance Measures					
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target	
Guest experience survey: Extremely or Very Satisfied*	94.4%	88%	90%	90%	
Guest educational value survey Extremely or Very Educational*	95.4%	88%	90%	90%	
Attendance at Public Special Events	249,375	69,782	330,458	333,858	
Attendance for Special Exhibit	147,952	95,410	168,980	215,000	
Sponsorship Revenue	\$364,213	\$126,148	\$455,000	\$505,000	

* Annual Exit Survey Results

Strategic Overview:

The Marketing and Communications Division facilitates Zoo programs and materials that promote and market the Zoo. Through advertising, public and media relations, social media marketing, promotional activities, sponsorship, public special events, private event rentals, the full and seasonal staff in this area seek to increase public use, enjoyment and awareness of the Zoo, which ultimately generates revenue and attendance.

Strategic Implementation:

9500 — ZOOLOGICAL DEPARTMENT

Department: **Zoo**

UNIT NO. **9500**

FUND: **General — 0001**

The budget continues the shift of the marketing strategy, including advertising, social media and public relations, to a broader and more diverse audience to help foster a more inclusive community.

The Milwaukee County Zoo must continue to position itself as a top entertainment choice for families. To meet this need, revenue-generating programs and events have grown substantially in recent years.

Marketing and Communications division oversees the production and coordinates the Wild Lights event. For 2022, the total Wild Lights budget reflects the extension of the event from 10 to 25 nights in December. For 2022, expenditures are budgeted at \$836,595 and revenues are projected at a 65% fill rate generating \$1,449,385 in revenues for an estimated profit of \$612,790. The Zoo's new Accessibility Program will secure sponsors who will underwrite admission costs to provide several free tickets to reach underrepresented populations to make the event accessible to all.

Strategic Program Area 3: Maintenance & Facilities

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$3,966,367	\$3,047,476	\$4,631,157	\$4,773,226	\$142,069
Revenues	\$6,349	\$57,165	\$65,700	\$65,700	\$ 0
Tax Levy	\$3,960,018	\$2,990,311	\$4,565,457	\$4,707,526	\$142,069
FTE Positions	28.0	45.0	45.0	45.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Work Orders Completed	987	798	1,100	1,100
Dollars Spent on Asset Maintenance	\$892,947	\$0	\$993,199	\$844,975
Number of Energy Savings Projects	5	5	7	5

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Guest Survey: Excellent or Very Good Cleanliness*	95.7%	95%	90%	90%
Work Orders completed in a timely manner	91%	89%	90%	90%
Energy Usage Reduction	Natural Gas -.7%); Electricity - 1.8%; Water 6.3%	Natural Gas -6% Electricity -1% Water -3%	-5%	-5%

* Annual Exit Survey Results

Strategic Overview:

This program area provides maintenance, improvement, and overall grooming of the grounds. The state of the grounds is critical to visitor satisfaction and return visits. Also included in this program area are mechanical and preventative maintenance programs for equipment, ventilating, air-conditioning, heating systems, minor electrical and plumbing repairs, housekeeping, and general cleaning of the entire Zoo. Along with the 197 acres of zoo grounds, there are 48 buildings requiring HVAC care and an additional 81 buildings to maintain. This division also partners with Teens Grow Greens to connect the Zoo with the Community.]

Strategic Implementation:

This division partners with the non-profit Teens Grow Green and the Zoological Society to assist in providing an apprenticeship opportunity for Teens Grow Green graduates, including management learning. This program

accomplishes the following: connects the Zoo with the community's high school aged youth and involvement in the Milwaukee community; provides horticulture career pathway development; and provides encouragement and discourse around horticulture as a career path for youth.

One of the goals of this division is to have a successful preventative maintenance program to establish consistent practices designed to improve the performance and safety of the buildings and equipment on Zoo grounds. This program extends the useful lifecycle of assets decreasing the need for capital replacements, enhances the efficiency of equipment keeping them running more efficiently and lowering power expenses, and enhances the performance of assets by increasing uptime. Due to fiscal constraints, the Commodities and Services and capital outlay accounts decrease \$148,224.

The Maintenance, Grounds and Environmental Services Division is restructured to better align to the needs of the division and provide the most cost-effective way to deliver services. The restructuring of MGESD abolishes one vacant position of Contractor and Compliance Manager and Heating and Ventilating Mechanic 2 and creates one position of Carpenter and Welder Mechanic. The cost of the restructuring is \$15,018 but is offset by a position change in the Administration, Finance and Operations Division along with cost savings from having an in-house Welder Mechanic. Further support in 2022 will be served with the abolishment of the 1.0 FTE Maintenance Coordinator and the creation of 1.0 FTE Mechanical Service Manager.

To support the Wild Lights event extension to 25 nights, \$13,154 in Zoo Worker 4 and \$3,390 in Zoo Worker 5 funds are added to the budget.

Fleet Management charges increase \$125,253 due to the Comptroller's Office adjusting the equipment depreciation schedule.

The budget includes an increase of \$40,574 due to the Skilled Trades wage adjustments that were made in 2021.]

Strategic Program Area 4: Animal Management & Health

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$4,913,578	\$4,575,950	\$4,922,773	\$5,241,433	\$318,660
Revenues	\$116,603	\$78,255	\$206,363	\$195,113	(\$11,250)
Tax Levy	\$4,796,975	\$4,497,695	\$4,716,410	\$5,046,320	\$329,910
FTE Positions	72.3	75.8	75.8	75.8	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target*	2022 Target*
# of Species in collection	352	352	360	360
# of Specimens in collection	2,222	2,222	2,400	2,400
Value of staff time on conservation messages*	\$143,162	\$143,162	\$222,245	\$128,000
Dollars towards conservation/research*	\$352,532	\$352,532	\$294,604	\$206,990

* Combined Zoo and Society.

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason	7%	10.7%	10.5%	10.5%
Percentage of budget towards conservation and research	4.5%	0%	3%	3%

Strategic Overview:

[This program area is responsible for the care and management of the Zoo's extensive animal collection. To allow for conservation, propagation, and display, this includes monitoring and maintaining the animals and providing safe and enriching environments, well-balanced and nutritious diets, and high-quality preventive and clinical veterinary care for the 360 species of 2,400 mammals, birds, fish, amphibians, reptiles, and invertebrates represented. Animal habitats are designed, and programs are presented to provide educational and entertaining experiences for the visitors. This division is also responsible for evaluating and approving requests from local, regional, national, and international scientists seeking to conduct behavioral, cognitive, or physiological research with the animal collection.]

Strategic Implementation:

Several administrative management responsibilities have historically been centralized in the Animal Management and Health Division, including team vacation scheduling, timekeeping, payroll, pest control, and emergency program training. The 2022 Budget restructures this by disseminating those unique responsibilities to other existing positions and redirecting the remaining support into Animal Care. This change results in abolishing upon vacancy the Animal Division Coordinator position and creating a position of Zookeeper resulting in a cost savings of \$16,621.

The 2021 Budget created a partnership with Vincent High School Agriculture Program to provide students the unique opportunity that includes summer employment in the Family Farm and exposure to zoo careers. For 2022, the program is expanded from two interns to five for a cost of \$16,763.

The 2022 Budget brings back the popular free Bird Show for guests to enjoy providing value to the Zoo guests for a cost of \$115,000.

The Zoo has a goal of contributing the equivalent of three percent of its budget to conservation and research efforts through field conservation, education, staff programs and training, green practices, and contributions. For 2022, that goal is \$555,868.

The increase in personal costs is mainly due to the 2021 and 2022 wage increases and the reassigned unallocated vacancy and turnover of \$148,506 to the Administration, Finance and Operations Division.

For 2022 Milwaukee County Zoo will abolish a 1.0 FTE Zoo Worker 4 position and create a 1.0 FTE Clerical position to provide efficiency in animal care.

Railroad Expendable Trust Account (Org. 0320)

The Railroad Fund exists for the purpose of recording the receipt of all revenue derived from the operation of the Zoo’s miniature passenger railroad. Expenditures include personnel costs for engineers and operators, repair and maintenance of locomotives, and other commodities and supplies.

Expenditure	Revenue	Tax Levy
\$1,218,107	\$1,218,107	\$0

The Train Trust Fund includes \$130,000 in expenditures for the addition of climbing walls in 2022 to enhance the zip line and ropes course and generate additional revenues in the operating budget of \$38,550.

The Train Fund also includes expenditure and revenues to host the 2022 Elephant Management Conference.

SPECIMEN EXPENDABLE TRUST ACCOUNT (Org. 0319)

The Specimen Fund exists for the purpose of recording receipts from the sale of animals. Disbursements are made for the purchase of animals and related expenditures such as, freight and express charges on the shipment of animals.

Expenditure	Revenue	Tax Levy
\$57,000	\$57,000	\$0

CONSERVATION/RESEARCH PROGRAM TRUST ACCOUNT (Org. 0330)

A Conservation/Research Program Trust was created in 2017 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.

Expenditure	Revenue	Tax Levy
\$119,000	\$119,000	\$0

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$48,291	\$49,345	\$49,262	\$50,513	\$1,251
Operation Costs	\$375,935	\$281,098	\$394,188	\$394,180	(\$ 8)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$0	\$647	\$8	\$0	(\$ 8)
Total Expenditures	\$424,226	\$331,090	\$443,458	\$444,693	\$1,235
Revenues					
Direct Revenue	\$83,588	\$32,878	\$100,000	\$100,000	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$	\$ 0
Total Revenues	\$83,588	\$32,878	\$100,000	\$100,000	\$ 0
Tax Levy	\$340,638	\$298,212	\$343,458	\$344,693	\$1,235
Personnel					
Full-Time Pos. (FTE)	0.8	0.8	0.8	0.8	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$0	\$	\$0	\$0	\$0

Department Mission:

The mission of UW Madison, Division of Extension Milwaukee County (hereafter Extension Milwaukee County) is: “We teach, lead, and serve connecting the people with the University of Wisconsin Madison and engaging them in transforming lives and communities. This aligns with Milwaukee County’s mission: “We enhance the quality of life in Milwaukee County through great public service.”

The vision of Extension Milwaukee County is: “To become a thriving, well-known and sought-out educational resource that reflects the rich diversity of the communities in our county. This aligns with the Milwaukee County vision: “By achieving racial equity, Milwaukee will be the healthiest county in Wisconsin.

Department Description:

Extension is a partnership between each county in Wisconsin and the state government. Wisconsin State Statute 59.56(3) defines this partnership. Extension Milwaukee County is the community outreach arm of UW-Madison. Our educational programs apply the research and resources of UW Madison to strengthen county citizens, youth, families, non-profits, businesses, and communities. Programs are planned and implemented by developing partnerships with community organizations, building collaborations, and incorporating teamwork. Our department designs and implements educational programs, conducts local research, trains leaders and volunteers, and builds partnerships for the benefit of citizens in Milwaukee County. Extension Milwaukee County is made up of five program areas: FoodWise, Youth Development, Urban Gardening, Master Gardener Program, and Community Development. We have been a

long-term partner with Milwaukee County Parks and use county land for the Extension Garden Rental Program. We also partner with the Department on Aging, Milwaukee Public Schools, the Office of African American Affairs, and hundreds of community organizations and non-profits.

Administration is responsible for working with a team of educators and support staff in program development, identifying new priorities, securing additional funding sources that leverage county tax levy, assisting with administration of grant processes, and assessing and communicating the impact of our programming with communities, non-profits, businesses, and Milwaukee County government. The Director position is funded by the state. The Senior Administrative Assistant position is funded by Milwaukee County.

Major Programs:

FoodWise: Provides training in the areas of financial literacy, food safety, and nutrition education. This is a USDA-supported Program that brings ~ \$1,000,000 in educational programming to Milwaukee County each year. Nearly 65% of FoodWise class participants are African American, Asian, Native American, and Latinx from low-income, underserved communities. FoodWise also works with local farmers markets, youth gardens, community food systems, and food recovery networks through policy system and environmental change.

Youth Development: Offers children and youth (K-5–Grade 13) research-based curricula that promotes active, hands-on learning, leadership opportunities and skill building through activities such as civic engagement, career exploration, team building, workforce readiness, environmental studies, arts, multicultural awareness, and 4H STEM (science, technology, engineering and math).

Urban Gardening: Prepares and maintains dedicated county land for Milwaukee County residents to grow food. We provide information, training, and support to improve the social and economic lives of ethnic minorities, community farmers, and underserved neighborhoods at 11 community garden sites throughout the county.

Master Gardener (MG) Program: We train certified master gardener volunteers in plant diagnostic education and engage their no-cost services at Boerner Botanical Gardens in partnership with the Parks Department.

Community Development: Provides entrepreneur and soft skills training to incarcerated and formerly incarcerated men and women. We also teach entrepreneurship education, non-profit leadership, and organizational development to small business owners of color. Data collection and analysis is used to help businesses and local government units in decision-making.

Major Changes in FY 2021

In 2022, the professional services contract will increase by 3%. Tax levy support in 2022 remains relatively flat from 2021. Our one County FTE position remains at 0.75 and received a 1% salary increase.

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$424,226	\$331,091	\$443,458	\$444,693	\$1,235
Revenues	\$83,588	\$32,878	\$100,000	\$100,000	\$ 0
Tax Levy	\$340,638	\$298,213	\$343,458	\$344,693	\$1,235
FTE Positions	0.75	0.75	0.75	0.75	0.75

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
FoodWise				
EBT/Foodshare @ Farmers Markets	9	9	13	13
Food Donation Gardens Supported	N/A	2	3	3
Leveraged Dollars ¹	\$7,400	\$4,000,000	\$280,000	\$325,000
Community Partners	66	70	70	75
Community Members Served	8,464	7,734	12,500	15,500
Youth Development				
4-H Youth Enrollment	173	0%*	130	100
SySTEMatics participants	67	0%*	70	70
Youth in Growing Connections program ²	N/A	16	40	40
Youth participation at Vel R. Phillips Juvenile Justice School	30	0%*	40	30
Community Urban Gardening				
Urban Apiaries – Provided technical	47	25	50	35
Urban Apiary Program participants	23	0%*	25	25
Community garden plots leased	2,851	2422	2502	2550
Residents using community garden plots	1609	1315	1400	1450
Community partners utilizing garden sites	16	16	25	25
Master Gardener (MG) Program				
New volunteers trained	114	119	150	120
Hours of MG Volunteer Service	17,621	10,050	10,100*	10,362
Youth gardens maintained by Master Gardeners	8	0%*	9	8
Volunteer Hours at Boerner Botanical Gardens	2,829	0%*	1500*	2000
Calls to Horticulture & Plant Diagnostics Helpline	841	852	900	950
Milwaukee County resident master gardeners	390	265	410	280
Community Development				
Number of Returning Citizens Trained ³	N/A	13	40	75
Small business owners of color interviews	N/A	22	25	20
Nonprofit organization leaders engaged in educational outreach	N/A	N/A	30	40

¹ The leveraged dollars 2020 actual data reflect 1) the amount of public (CARES ACT, ~\$2.5 million) and private (local foundation, ~\$1 million) dollars that were invested into local food pantries, meal programs, and other food security organizations as a result of Extension staff coordination in COVID-19 response efforts; and 2) the amount of federal SNAP-Ed grant dollars (~\$300,000) invested in a local food security program built by Extension staff.

² Growing Connections is funded by a 5-year USDA Children, Youth, and Families at Risk (CYFAR) grant of \$640,000. This is currently the only CYFAR grant in the state. This program is taught by our educators in the Positive Youth Development and Community Development Programs.

³ Returning Citizens is funded through a partnership with the Wisconsin Department of Corrections (\$253,000.)

* Several 2020 program measures and 2021 targets were reduced or postponed due to the COVID-19 pandemic and subsequent shutdowns.

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Community Urban Gardening				
Increase in Community Garden plots leased	4%	-15%	3%	2%
Master Gardener Program				
Percent increase in Horticulture Helpline & Diagnostic Services	17%	0%	6%	6%
Youth Development: SySTEMatics				
Percent that indicated increase in Science and Math Skills	83%	0%*	85%	85%
Percent that indicated the importance of college planning	85%	0%*	85%	85%
Percent that indicated they participate more in school classes	94%	0%*	95%	95%
Percent who exhibited at 4-H or Science Fairs	37%	0%*	50%	50%
Youth Development: Growing Connections				
Percent of Youth that learned core gardening	N/A	0%*	80%	80%
Percent of Youth that met at least one of their	N/A	0%*	80%	80%
Percent of Youth that indicated they developed impactful mentor/mentee	N/A	0%*	70%	70%
Percent of Youth that shared that these experiences help them respect others and work in a team environment	N/A	0%*	70%	70%
Community Development				
Percent of Returning Citizens participants who graduate	N/A	77%	75%	75%
Percent of Graduates who increase employment readiness and re-entry well-being	N/A	0%*	90%	90%
Percent of participants who indicated increase in organizational effectiveness	N/A	N/A	70%	70%
FoodWise				
Percent of EFNEP 3rd-5th grade surveyed reporting intent to eat more fruits and vegetables, whole grains, and/or consume fewer sugar-sweetened beverages ¹ .)	30%	35%	40%	40%
Percent of adult EFNEP participants surveyed that indicated they implemented budgeting techniques when grocery shopping	60%	53%	68%	60%
Percent increase in Farmers Markets that accept EBT/Foodshare	43%	66%	65%	70%
Percent increase in neighborhood residents served by produce from garden site	N/A	100%	50%	50%
Percent increase in funds leveraged	N/A	1,398% ²	5%	16%

¹ EFNEP is the acronym for Expanded Food and Nutrition Education Program. This program is funded by federal USDA funds.

² The 1,398% increase in funds leveraged was due to 1) the amount of public (CARES ACT, ~\$2.5 million) and private (local foundation, ~\$1 million) dollars that were invested into local food pantries, meal programs, and other food security organizations as a result of Extension staff coordination in COVID response efforts; and 2) the amount of federal SNAP-Ed grant dollars (~\$300,000) invested in a local food security program built by Extension staff.

* Several 2020 program measures and 2021 targets were reduced or postponed due to the COVID-19 pandemic and subsequent shutdowns.

Extension will continue to leverage local, state, federal and private sector funds that match the county's support.

Additional grant/contract funds (administered through the State:)

1. Expanded Food and Nutrition Education Program (EFNEP): \$220,000
2. Supplemental Nutrition Assistance Program Education (SNAP-ED): \$759,519
3. Wisconsin Economic Development Corporation: \$71,000
4. Greater Milwaukee Foundation: \$35,000
5. Wisconsin Department of Corrections: \$253,000

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Strategic Program Area 1: Fund for the Arts

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$412,891	\$394,890	\$407,825	\$407,825	\$0
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$412,891	\$394,890	\$407,825	\$407,825	\$0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2022 Target	2022 Target
Number of Agencies receiving Community/Cultural Events CAMPAC	4	4	4	4
Number of Agencies receiving Matching Grants CAMPAC Funding	34	34	38	45

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2022 Target	2022 Target
Sales tax revenue Tax revenue generated by funded arts groups	\$661,671	\$1,067,718	\$650,000	\$2,500,000
FTE Arts Group staff (Full Time Employees)	420	1,737	450	1,900

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 2020, despite the challenges to the arts community, CAMPAC funding assisted these organizations in generating over \$1 million in sales tax revenue. The collective budgets of these arts groups total almost \$211 million in economic activity directly employing 1,737 full time positions.

In the 2020 adopted budget, administration of CAMPAC was assigned from a third-party administrator to the Department of Parks, Recreation & Culture. The adopted 2021 budget included amendment 1A020 directing that the Department of Parks, Recreation and Culture work in conjunction with CAMPAC to review eligibility requirements to CAMPAC awards to determine if there is are more racially equitable methods to allocate the funds with a focus on smaller groups whose access to private fundraising are limited. In January of 2021, File 21-90 was presented to the Parks, Energy & Environment Committee outlining eligibility and formula change methodology to be enacted for 2021 awards and approved by the County Board.

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Strategic Program Area 2: Historical Society

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$258,105	\$258,105	\$258,105	\$204,105	(\$54,000)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$258,105	\$258,105	\$258,105	\$204,105	(\$54,000)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Attendance-Public (General)	7,629	2,964	9,000	9,000
Attendance-Public (Programming)	8,567	22,980	5,000	5,000
Attendance-Other	2,636	134	4,000	4,000
Research Requests	4,271	2,007	5,000	5,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Annual % Increase in Patron Usage of MCHS Resource Material	-3%*	-53%	5%**	5%
Annual % Increase in Overall Attendance (for all MCHS Operated Facilities)	25%*	38%	5%**	5%

**Due to construction on outside cornice, attendance has been impacted 2017-2019.*

2021 Targets are a goal and may change throughout the year as the MCHS better understands the impact of the COVID-19 Pandemic on our 2020 Target/Actuals.

Strategic Overview:

The Milwaukee County Historical Society (MCHS) was founded as a service provider to the County and continues to serve in this role by preserving and making accessible important County records. Through the research library, people can access essential vital records including documents that prove relationships or verify citizenship. As a cultural organization, MCHS offers exhibits, programs and special events, educational field trips and school visits, and more.

Strategic Implementation:

In accordance with the current MCHS and Milwaukee County Lease and Management Agreement, the 2022 tax levy decreases by \$54,000.

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Strategic Program Area 3: Federated Library System

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$66,650	\$66,650	\$116,650	\$66,650	(\$50,000)
Revenues	\$0	0	\$0	\$0	\$0
Tax Levy	\$66,650	\$66,650	\$116,650	\$66,650	

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Library Materials Circulated	5,906,536	3,267,137	6,100,000	6,100,000
Active Cardholders *	311,531	268,644	315,000	275,000
Digital Materials Circulated	603,433	770,580	660,000	850,000
Items Delivered	910,153	793,360	950,000	950,000
MCFLS and CountyCat Website Page Views	12,573,854	8,595,806	13,150,000	10,000,000
CountyCat Mobile Searches	12,782,266	8,737,957 **	14,000,000	11,000,000

* New method of counting cardholders as required by state counts active cardholders or new cardholders in the past three years

** Estimate

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Active Cardholders as a Percent of Population.	33%	28%	35%	30%

Strategic Overview:

The Milwaukee County Federated Library System (MCFLS) is overseen by the Department of Public Instruction (DPI) and serves 15 administratively autonomous and fiscally independent public libraries in Milwaukee County. These public libraries are wholly funded by their municipality and join the MCFLS organization voluntarily. MCFLS is responsible for supporting all public libraries in the county and coordinating the smooth interaction among members behind the scenes in many facets of the library environment.

The 2021 Budget included a one-time allocation of \$50,000 related to expansion of digital resource materials but is not included in the 2022 Budget. As a result, the County’s discretionary contribution to MCFLS is \$66,650

BUDGET SUMMARY

	2020 <u>Actual</u>	2021 <u>Budget</u>	2022 <u>Budget</u>
<u>Expenditures</u>			
Technology, Reference, Interlibrary Loan	\$1,721,082	\$ 1,805,402	\$1,900,000
Continuing Ed and Consulting	\$90,223	115,279	\$125,000
Delivery	\$291,734	325,728	\$325,000
Payment to Members for Non-Res Access	\$1,134,099	1,105,547	\$1,105,547
Library Services to Youth	\$1,580	4,034	\$20,000
Library Services to Special Users	\$7,409	7,405	\$20,000
Public Information	\$32,378	66,115	\$75,000
Administration	\$366,272	354,455	\$425,000
Electronic Resources	\$600,795	514,126	\$650,000
MultiType Initiatives	\$8,174	8,251	\$8,500
Member Office Supplies	\$35,295	64,100	\$50,000
<i>Total Expenditures</i>	<u>4,289,041</u>	<u>4,370,442</u>	<u>4,704,047</u>
<u>Revenues</u>			
State Aid to Public Library Systems	2,855,319	2,855,319	3,301,094
Federal LSTA Funding	19,519	10,000	10,000
Passthrough Contract Income	1,235,439	1,151,960	1,214,874
Interest Earned from State Aid	11,808	10,000	5,000
Unexpended Funds-Previous Years	12,184	12,000	30,000
All Other Sources	156,235	214,513	49,652
<i>Milwaukee County Contribution</i>	<u>66,650</u>	<u>116,650</u>	<u>66,650</u>
<i>Total Revenue</i>	<u>\$ 4,357,154</u>	<u>\$ 4,370,442</u>	<u>\$ 4,677,270</u>
<i>Budget Surplus/(Deficit):</i>	68,113	-	\$ (26,777)
<i>County Contribution as % of Total Revenue:</i>	1.5%	3%	1.4%

1900 — CULTURAL CONTRIBUTIONS

Department: **Cultural Contributions**

UNIT NO. **1900**
 FUND: **General — 0001**

Strategic Program Area 4: Marcus Center for the Performing Arts

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$800,000	\$750,000	\$700,000	\$650,000	(\$50,000)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$800,000	\$750,000	\$700,000	\$650,000	(\$50,000)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Budget
Attendance-Public (Programming)*	463,710	301,779	97,046*	300,000
Attendance-Private (Events/Rental)*	35,277	12,904	880	35,000
Attendance-Other*	43,683	270	442	20,000
Number of Events Annually	1805	1237	98	1400
Number of Days Activity in Facility	348	250	71	225
Number of Performance Weeks-All Theaters by Tenant Groups**	73	32	2	68
All Theaters by Non-Tenant Groups	14	4	0	20
Free Events for Children	35	23	29	35
Children Outreach Events	36	22	45	45
Free Family, Adults, Community Events	50	44	12	40

*Attendees in 2020-21 was 97% virtual.

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Budget	2022 Budget
% of Attendees from Milwaukee County	39%	41%	50%	50%
% of Attendees from outside Milwaukee County	61%	59%	50%	50%
% of Customer Satisfaction	99%	99%	99.99%	99.99%
% of Customer Satisfaction with Facility**	99%	99%	99.99%	99.99%

**The Marcus Center averages about 50-60 complaints a year, which is less than .01%.

1900 — CULTURAL CONTRIBUTIONS

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

Strategic Overview:

Established in 1969, The Marcus Center for the Performing Arts was built with private money in 1969 and deeded to Milwaukee County as a public trust for the preservation and enrichment of the performing arts, including drama, music and dance. Today the Marcus Performing Arts Center (MPAC) is the premier performing arts community gathering space in Southeastern Wisconsin and acts as an energizing force that connects our 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 of 2016, Milwaukee County and the Marcus Center finalized a contribution agreement outlining the operating and capital support through 2025. The 2022 tax levy contribution is \$650,000. |

Strategic Program Area 5: Milwaukee Public Museum

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$ 0
Revenues	\$0	0	\$0	\$0	\$ 0
Tax Levy	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$ 0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Attendance-Museum*	269,769	152,417	100,000**	250,000
Attendance-Theater/Planetarium*	170,293	83,347	0**	50,000
Attendance-Exhibitions*	44,152	0	30,000	100,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Annual Attendance Over/(Under) the 400,000 Base Level*	84,214	N/A**	N/A**	(0)
Unrestricted Endowments Assets Over/(Under) the \$1,550,000 Base Level*	Yes	Yes	Yes	Yes
Generate Positive Unrestricted Operating Earnings* ¹	Yes	N/A**	N/A**	Yes

*The Performance Measures identified are partially based on conditions that must be met by the Milwaukee Public Museum (MPM) as outlined in the existing Lease & Management Agreement.

** These are the actual amounts for FY20 and updated budget estimates for FY2021 which goes from 9/1/20 through 8/31/21. Per the approved Amendment to the Lease and Management Agreement, these performance measures were waived for FY21 due to the pandemic and being closed for 9 months of the last 12. The Museum continues to be under capacity ordinances as well.

Strategic Overview:

Pursuant to Wisconsin Statute 59.56(2), Milwaukee County (County) may acquire, own, operate and maintain a public museum in the County, and appropriate money for such purposes. As a museum of human and natural history, it provides a dynamic and stimulating environment for learning. The museum interprets the world’s cultural and natural heritage through collections, research, education and exhibits. It holds its collections as a public trust and is dedicated to their preservation for the enrichment of present and future generations.

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.

¹ Positive Unrestricted Operating Earning is defined by unrestricted operating net income plus depreciation being greater than zero.

1900 — CULTURAL CONTRIBUTIONS

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

The budgeted funds included as part of the 10-year Lease and Management Agreement (LMA) provide operational support to run the museum on behalf of the County and to provide access to schools, families, and the community in a variety of ways. MPM intends to continue serving over 400,000 visitors during each fiscal year and to provide services and educational opportunities to a diverse constituency. Milwaukee schools continue to receive free admission to MPM during the months of September through November (pursuant to current LMA).

Current LMA background:

Original LMA

In 2013, the County and the MPM entered into a new LMA (adopted County Board file #13-598). The original LMA states that MPM must achieve several operating and financial goals. If the goals are not achieved, the County may reduce its annual operating contribution by \$250,000 for the subsequent year. Additionally, if MPM receives at least \$5,000,000 in cash or donor commitments for capital projects by December 31, 2017, the annual operating contributions will remain at \$3,500,000 for calendar years 2018-2022.²

The County is responsible for authorizing up to \$4,000,000 in museum capital improvement projects by December 31, 2017. As of December 31, 2017, the County included adopted capital projects in the amount of approximately \$5.8 million (2014 Adopted Capital Budget through 2017 Adopted Capital Budget).

The initial term of the agreement is through December 31, 2022 and can be automatically extended for four (4) successive periods of five (5) years each through December 31, 2042.³

² On August 15, 2013, the County entered into a new LMA with the MPM whereby the County owns the current museum building at 800 West Wells Street and all of the artifacts, exhibits, and other items of historical or scientific value or significance owned or held by the County and used or intended to be used for exhibition, display, education or research in connection with the activities and operations of the MPM and the County would lease the current building, the personal property, and the artifacts to MPM, and MPM would undertake the primary responsibility for managing and operating the museum.

³ Pursuant to the LMA, each Extended Term shall commence upon the expiration of the Preceding Term, except that any Extended Term shall not commence if one party gives the other notice not less than six (6) months prior to the expiration of any Preceding Term that such party elects not to extend, in which case, the LMA shall terminate upon the expiration of such Preceding Term.

Amendments to Original LMA

In 2018, the LMA was amended by the County and the MPM based on a strategic facility vision put forward by MPM and alignment of MPM Endowment covenants (adopted County Board file #18-532). Changes to the LMA include the following:

- A. \$5,000,000 in cash or donor commitments for capital improvements:⁴
 - 1. The date at which the MPM is to receive at least \$5,000,000 in cash and donor commitments changed from December 31, 2017 to December 31, 2020.
 - 2. Include monies received or pledged for a possible new building as well as the current building before any future funding amounts would be decreased.
 - 3. Of the total \$5,000,000 commitment goal, MPM is limited to only including \$1,000,000 of these total funds to be from donor commitments and cash specifically raised towards exhibits. Exhibits continue to bring in revenue, but do not necessarily directly assist the site, building or future relocation.

- B. Endowment unrestricted net assets:⁵
 - 1. The criteria that the MPM Endowment (the "Endowment") maintain at least \$2,000,000 in unrestricted net assets was reduced to \$1,550,000 to match the updated covenant MPM has with its bank for its line of credit facility.

In 2020, there were two instances of LMA amendments:

- A. The first instance was due to the negative financial impacts related to the COVID-19 pandemic (adopted County Board file #20-482). Changes to the LMA include the following:
 - a. Annual attendance:
 - i. The criteria for annual attendance of the Museum, its theater/planetarium and special exhibits, events, and programs was waived for the Museum Fiscal Years 2020 and 2021.

⁴ Milwaukee County Department of Administrative Services/MPM joint report (file 18-532): *"Since the Agreement was signed in 2013 MPM has undergone significant changes in leadership and organizational strategy, and the MPM's Board of Directors is now focused on advancing plans to create a new facility for the museum in the coming years. As this strategy has taken shape it became clear that it was an unwise use of donor (or public) funds to invest in major capital improvements to the current facility, which MPM plans to eventually leave. Accordingly, any potential future capital requests from MPM related to the current facility will be solely limited to those urgent necessities needed to maintain minimum structural and operational standards for the museum filed and/or to sustain business revenue. A change to this criterion is requested to reflect the current strategy, allowing funds raised both to improve the current facility and also to advance plans for the future facility count toward this criteria, and extending the deadline to meet the \$5,000,000 total."*

⁵ Milwaukee County Department of Administrative Services/MPM joint report (file 18-532): *"This condition was made to match the requirement of a covenant MPM had with its bank for its line of credit facility, calling for this same \$2,000,000 baseline as a guarantee for the line. Since the Agreement was signed in 2013 MPM's bank (CIBC) has reduced this requirement to \$1,550,000 in unrestricted net assets required in the Endowment. This amendment seeks to similarly reduce the County requirement to \$1,550,000 in unrestricted net assets in the Endowment, in order that the County's requirement match that of MPM's bank."*

- b. Unrestricted operating earnings:
 - 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).⁶

Annual County Base-Level Operating Contributions to MPM (pursuant to LMA)

Approved County Board file #18-532 adjusted the \$5.0 million MPM capital donor/pledge requirement deadline from December 31, 2017 to December 31, 2020. As a result of this (and adherence to the other LMA requirements), County operating contributions to the MPM for years 2018 through 2020 remained at \$3.5 million.

For 2021, the \$3.5 million operating contribution is included provided the MPM meets its LMA commitments for fundraising capital amounts (for the facility and/or a future facility) as well as meeting performance criteria. As the requirements for the \$5 million were met, the 2022 operating contribution will remain at the \$3.5 million level.

⁶ Milwaukee County Department of Administrative Services/MPM joint report (file 20-753): “Authorization to execute a Third Amendment to Lease and Management Agreement to avoid a default of commitments and maintain existing funding. A requirement of the amended Lease and Management Agreement between Milwaukee County (“County”) and the Milwaukee Public Museum (“MPM”) is that MPM, alone, receive at least \$5.0 million in cash and donor commitments by December 31, 2020 for capital spending or for a “Relocation Strategy”. As of this date, MPM has raised most of these funds. Based on a plan for the Relocation Strategy, a certain amount of these funds is being raised by a separate legal entity so as to garner potential tax credits and loans. MPM wants to amend the Lease and Management Agreement to allow for the \$5.0 million in cash and donor commitments to include either MPM or a separate legal entity which will be utilized in the Relocation Strategy.... MPM management has indicated that if these changes in criteria are not memorialized, then MPM risks being in default of the \$5.0 million commitment of the Agreement. Such default would mean a reduction in operating support from \$3.5 million to \$3.2 million for 2021 and \$3.0 million for 2022... MPM has requested the Agreement be revised to address these issues. Based on this information, as well as review from the Comptroller’s Office and the Office of Corporation Counsel, DAS recommends amending this Agreement as provided in the attached.”

1900 — CULTURAL CONTRIBUTIONSDepartment: **Cultural Contributions**UNIT NO. **1900**FUND: **General — 0001****Strategic Program Area 6: Villa Terrace/Charles Allis Museums**Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2022 Variance
Expenditures	\$225,108	\$225,108	\$225,108	\$225,108	\$ 0
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$225,108	\$225,108	\$225,108	\$225,108	\$ 0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Attendance-Public (General)	8,744	2742	7,500	9,000
Attendance-Public (Programming)	8,428	1182	2500	9,000
Attendance-Private (Events/Rental)	9,705	592	7,750	10,000
Attendance-Other	1,098	1,200	500	500

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Level of customer satisfaction with the facility (out of 5.0)	4.0	4	4.0	5

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.

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1900 — CULTURAL CONTRIBUTIONSDepartment: **Cultural Contributions**UNIT NO. **1900**FUND: **General — 0001****Strategic Program Area 7: War Memorial Center**Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$486,000	\$486,000	\$486,000	\$486,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$486,000	\$486,000	\$486,000	\$486,000	\$0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Attendance-General/Public	23,210	4,000	22,000	30,000
Attendance-Veterans/Military	6,818	2,302	6,500	10,000
Attendance-Private Events/Rental	53,772	15,308	45,000	54,000
Attendance-WMC, Education, Programming	64,403	3,990	51,000	77,000
# of Events-Veterans/Military	148	106	150	200
# of Events-Private	511	185	550	513
# of Events-WMC, Education, Programming	184	91	150	222
Digital Outreach				
Programs-Newsletters & Audio Impressions	0	121,460	525,000	1,575,000
Newsletter	58,000	65,000	68,000	75,000
Facebook Page Reach	274,112	326,158	302,000	332,000
Instagram Reach	140	713	150	170
Website Reach	19,472	18,444	21,000	23,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Budget	2022 Budget
% of Events from Milwaukee County	96%	97%	85%	85%
% of Events from outside Milwaukee County	4%	3%	15%	15%

Strategic Overview:

In 2017, Milwaukee County transferred ownership of the portions of the Saarinen Building, North Tract and Underbridge formerly leased to Milwaukee County War Memorial, Inc. (WMC) to WMC and portions of the Saarinen Building formerly leased to the Milwaukee Art Museum, Inc. (MAM) to MAM. The Center is situated at the south end of Lincoln Memorial Drive overlooking Lake Michigan and is directly adjacent to County parkland.

1900 — CULTURAL CONTRIBUTIONS

Department: **Cultural Contributions**

UNIT NO. **1900**

FUND: **General — 0001**

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 the USO of Wisconsin, Paralyzed Veterans of American-Wisconsin Chapter, Rotary Club of Milwaukee, Kiwanis Club of Milwaukee, Chipstone Foundation, International Association for Orthodontics, and the War Memorial Center itself. In October 2021, the Center is launching a two-year pilot initiative to provide office space using the Hoteling Rental model to eight 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 County and the War Memorial Center have a funding agreement that provide for operating and capital funding levels. In accordance with the Agreement, the 2022 tax levy contribution for operating support is \$486,000.

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	\$0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Attendance-Public (General)	268,451	241,436	257,500	145,000
Attendance-Public (Programming)	54,507	55,978	53,300	15,000
Attendance-Private (Events/Rental)	32,920	24,169	28,700	20,000

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
# of Milwaukee County Visitors	182,013	167,714	179,935	95,400
Number of non- Milwaukee County Visitors	173,865	153,869	159,565	84,600
Customers Satisfaction with Events*	4.3 out of 5	4.3 out of 5	4.5 out of 5	4.3 out of 5
Customers Satisfaction with the Facility*	4.1 out of 5	4.1 out of 5	4.1 out of 5	4.3 out of 5

*Data per visitor surveys

Strategic Overview:

The mission of the Milwaukee Art Museum (MAM) is to serve the community and present art as a vital source of inspiration and education. Through exhibitions and related programs, the MAM is committed to bringing people together to inform, educate and engage in conversation around art. Exhibitions planned for next year include: *The Quilts of Pauline Parker*, *Susan Meiselas: Through a Woman’s Lens*, and *Americans in Spain: Painting and Travel, 1820-1920*.

Strategic Implementation:

In accordance with the current MAM and Milwaukee County Agreements, the 2022 tax levy contribution for operating support is \$1,100,000. 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.

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DEPARTMENTAL NARRATIVES

**DEBT SERVICE
FUNCTION**

9960 — Debt Service



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual*	2020 Actual*	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$ 0
Operation Costs	\$0	\$0	\$0	\$0	\$ 0
Debt & Depreciation	\$107,384,579	\$88,285,430	\$88,097,556	\$89,092,963	\$995,407
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$39,778,591)	(\$47,225,818)	(\$40,531,716)	(44,089,624)	(\$3,557,908)
Total Expenditures	\$67,605,988	\$41,059,612	\$47,565,840	\$45,003,339	(\$2,562,501)
Revenues					
Direct Revenue	\$30,064,544	\$8,745,875	\$5,025,000	\$1,000,000	(\$4,025,000)
Intergovernmental Revenue	\$624,037	\$160,947	\$141,710	\$120,277	(\$21,433)
Indirect Revenue	\$3,347,553	\$3,598,267	\$5,711,360	\$7,175,458	\$1,464,098
Total Revenues	\$34,036,134	\$12,505,089	\$10,878,070	\$8,295,735	(\$2,582,335)
Tax Levy**	\$33,569,854	\$28,554,523	\$36,687,770	\$36,707,604	\$19,834
Personnel					
Full-Time Pos. (FTE)	0.0	0.0	0.0	0.0	0.0
Seasonal/Hourly/Pool Pos.	0\$	\$0	\$0	\$0	\$0
Overtime \$	\$0	\$0	\$0	\$0	\$0

* 2019 and 2020 actuals exclude balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2019 and 2020 information to be reported on a basis comparable to the subsequent year budget summaries.

** County sales and use tax revenues are dedicated primarily to the payment of general obligation debt service costs. For budgetary purposes, the County’s pledge to levy ad valorem taxes for the payment of debt service payments treats sales tax revenues and property tax revenues as interchangeable.

Summary of Bonds and Notes Outstanding

Summary of Bonds and Notes Outstanding						
Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/2021	2022 Requirements	
					Principal	Interest
C	2.43	08/14/13	09/01/23	3,845,000	2,790,000	115,350
C	2.60	11/06/14	12/01/29	20,920,000	2,615,000	643,944
C	2.50	11/12/15	10/01/30	21,350,000	2,380,000	592,900
Q	2.34	11/12/15	10/01/25	1,920,000	480,000	51,360
C	2.36	11/10/16	09/01/31	18,205,000	1,825,000	455,100
R	1.53	11/10/16	12/01/22	2,495,000	2,495,000	99,800
Q	2.42	11/10/16	10/01/26	3,545,000	715,000	76,188
C	2.04	11/08/17	09/01/27	12,450,000	2,075,000	274,938
R	1.48	11/08/17	12/01/23	4,910,000	2,485,000	98,200
R	2.31	10/11/18	08/01/24	28,615,000	6,775,000	1,430,750
M	3.19	10/11/18	08/01/23	2,815,000	1,405,000	88,675
C	2.80	11/15/18	08/01/28	8,680,000	1,240,000	272,800
N	2.30	11/15/18	08/01/22	2,500,000	2,500,000	75,000
T	3.22	11/15/18	08/01/23	2,540,000	1,270,000	80,645
R	1.40	10/02/19	10/01/26	18,385,000	3,185,000	919,250
C	1.81	10/02/19	08/01/29	6,880,000	860,000	138,460
N	1.33	11/07/19	08/01/23	2,405,000	1,000,000	48,100
T	1.86	11/07/19	08/01/24	3,395,000	1,135,000	63,370
E	1.51	11/07/19	08/01/24	6,480,000	2,120,000	129,600
N	1.75	11/07/19	08/01/29	8,300,000	1,040,000	166,000
C	1.16	10/28/20	09/01/31	12,195,000	1,220,000	179,881
N	1.09	10/28/20	09/01/30	2,665,000	300,000	39,556
T	0.58	10/28/20	09/01/25	4,945,000	1,240,000	68,125
N	0.53	10/28/20	09/01/24	8,085,000	1,950,000	96,900
C	TBD	TBD	TBD	34,565,000	0	1,236,419
N	TBD	TBD	TBD	8,355,000	1,000,000	281,285
T	TBD	TBD	TBD	4,510,000	855,000	151,837
B	TBD	TBD	TBD	5,470,000	550,000	230,196

Non-Pension Obligation Debt Projected Outstanding \$ 261,425,000 \$ 47,505,000 \$ 8,104,629
 Balance as of December 31, 2021 and Associated Debt Service

9960 — DEBT SERVICE

Department: **General County Debt Service**

UNIT NO. **9960**

FUND: **Debt Service — 0016**

Summary of Bonds and Notes Outstanding (continued)

Summary of Bonds and Notes Outstanding Continued

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/2021	2022 Requirements	
					Principal	Interest
<u>Penison Obligation Notes</u>						
Taxable GO Notes	6.84	12/01/09	12/01/33	\$ 99,819,778	\$ 6,134,325	\$ 6,782,676
Taxable GO Notes	3.28	03/15/13	12/31/30	97,360,000	5,550,000	3,377,524
Taxable GO Notes	2.76	06/27/13	12/01/23	22,010,000	10,810,000	757,314
Pension Obligation Note Balance as of December 31, 2021 and associated Debt Service				\$ 219,189,778	\$ 22,494,325	\$ 10,917,514
Total 2022 Principal/Interest					69,999,325	\$ 19,022,141
Total 2022 Debt Service				89,021,466		

Type of Issue Explanation

- C - Corporate Purpose Bonds
- N - General Obligation Notes
- M - Marcus Center Taxable Refunding
- T - Taxable Notes
- R - Refunding Bonds or Notes
- Q - Qualified Energy Conservation Bonds
- E - Enterprise Software Project

DEBT SERVICE EXPENSES (8021 and 8022)

The 2022 Budget includes appropriations of \$69,999,325 and \$19,022,141 for principal and interest payments associated with general obligation debt. The total 2022 debt service amount of \$89,021,466 is an increase of \$993,910 over the 2021 Budget amount of \$88,027,556.

The 2022 Budget contains assumptions related to the 2021 debt issuances that have not yet been issued.

The debt service amounts related to the 2021 bond issuances will be revised throughout the budget process and will be final once the bond issues close.

DEBT ISSUANCE EXPENSE (8026)

Currently, a significant portion of debt issue expenses are paid from the proceeds of each financing. Under current Federal law, up to 2 percent of each financing may be used to cover expenses related to the issue. Once the corporate purpose financing amounts have been determined and more robust debt issuance expense estimates have been identified by the Office of the Comptroller, the Department of Administrative Services will process an administrative appropriation transfer in order to make the necessary adjustments.

In recent years, additional levy has been needed to finance additional bond counsel expenses associated with investigating the impact to outstanding bonds associated with the potential disposition of County assets, leasing/contracting out areas in which the County has or may issue tax exempt debt and complying with the new disclosure rules that have been implemented by the Federal government. For 2022, the amount of levy for these remains at \$70,000.

PENSION OBLIGATION BONDS

Pension Obligation Bond Debt Service

In 2009, Milwaukee County sold \$400 million in pension obligation bonds to improve the funding ratios of the pension system and to take advantage of higher investment rates of returns compared to the interest rate of taxable general obligation bonds. The original debt consisted of two bond issues: \$265 million in taxable general obligation promissory notes for a 20-year term and \$135 million in taxable pension anticipation notes for a five-year term with a December 2013 maturity date. In March 2013, the County issued taxable general obligation pension notes to replace the anticipation notes.

In 2013, the Office of the Comptroller was contacted by JP Morgan to inquire if the County would be interested in purchasing the County's outstanding 2024 notes that were part of the 2009 issue. The Office of the Comptroller subsequently received initial authorization from the County Board and County Executive to issue new pension obligation notes to refund any of the 2009 pension obligation notes that the County is able to achieve an appropriate level of savings. In June 2013, the County closed on the issuance of \$99,300,000 of 2013B Taxable General Obligation Pension Refunding Bonds. These proceeds were used in order to purchase outstanding 2024 notes and the County achieved \$1,571,900 of net present value savings.

The 2022 debt service costs for the pension obligation notes issued in 2009 and 2013 is \$33,411,838.

To accurately reflect all benefit related costs, the pension obligation debt service expenses are budgeted in the Org. 1950 - Employee Fringe Benefits. In addition, to accurately reflect all debt service costs, this amount is also included in the principal and interest amounts within the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

DEBT SERVICE CONTRIBUTIONS

Reserve for County Bonds (4703)

The 2022 contribution from the Reserve for County Bonds is \$7,175,458

County Fleet Debt Service Abatement

The 2022 principal costs for the debt issued for vehicles and equipment in 2013-2021 is \$7,458,875. To accurately reflect all fleet-related costs, this amount is budgeted in the Org. 5300 – Fleet Management Division and cross charged to user departments. In addition, to accurately reflect all debt service costs, this amount is also included in the principal and interest amounts within the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

Internal Revenue Service (IRS) Build America Bond (BAB)/Recovery Zone Bond Interest Payments Reimbursements (2410)

In February of 2009, the U.S Congress enacted the American Recovery and Reinvestment Act (ARRA). The ARRA contained many provisions that provide Federal tax credits and stimulate the investment market. In an effort to expand the number of investors and broaden the tax-exempt municipal market, the ARRA contained provisions that allowed state and local governments to issue taxable Build America Bonds (BABs) that provide a credit to investors or credit to issuers that is equal to 35 percent of the interest costs for bonds issued. The ARRA also provided state and local governments the opportunity to issue Recovery Zone Bonds and Qualified Energy Conservation Bonds (QECBs). The RZBs provide a tax credit of 45 percent on the interest payments on the bonds and the QECBs provide a tax credit that covers the entire interest payments.

In March 2013, pursuant to the requirements of the Balanced Budget and Emergency Deficit Control Act of 1985, as amended (“Sequester”) automatic spending reductions occurred across various areas of the Federal Budget.

The Internal Revenue Service (IRS) issued guidance regarding the sequestration reduction for reimbursements between October 1, 2019 and September 30, 2020. The sequestration rate during this period is 5.9%.

In October 2018, the Series 2009C BABs, the Series 2009E BABs, and the Series 2010A BABs/RZBs were refunded by the Series 2018A General Obligation Refunding Bonds and the Series 2018B Taxable General Obligation Refunding Bonds.

In October 2019, the series 2010C BABs were refunded by the Series 2019A General Obligation Refunding Bonds and the Series 2019B Taxable General Obligation Refunding Bonds.

For 2022, \$120,277 is anticipated to be received from the IRS as reimbursement of 2022 interest expenses relating to the remaining Qualified Energy Conservation Bonds. The estimate includes a reduction of 5.7% as a result of the continuing impact of Sequestration for the remaining outstanding Qualified Energy Conservation Bonds.

The 2022 reimbursement amount of \$120,277 is \$21,433 less than the 2021 budgeted reimbursement amount of \$141,710.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of \$1,000,000 is projected to be used to pay 2021 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin Statutes Section 302.46(2). The 2022 estimate represents a five-year trend of actual surcharges.

Sale of Capital Asset (4905)**Doyle Hospital Sale Revenues**

Based on the sale agreement between Milwaukee County and Froedtert Memorial Lutheran Hospital (Froedtert), the County will receive annual payments over 25 years beginning in 1996 and ending in 2020 based on the net operating cash flow generated by Froedtert.

The 2021 payment represents the final payment from Froedtert. There is no payment budgeted for 2022. The 2021 payment is budgeted at \$4,000,000.

9960 — DEBT SERVICEDepartment: **General County Debt Service**UNIT NO. **9960**FUND: **Debt Service — 0016**

<u>Year</u>	<u>Budget</u>	<u>Actual</u>	<u>Surplus (Deficit)</u>
2015	\$7,000,000	\$8,550,000	\$1,550,000
2016	\$7,200,000	\$7,534,046	\$334,046
2017	\$8,000,000	\$9,314,000	\$1,314,000
2018	\$8,500,000	\$9,526,000	\$1,026,000
2019	\$9,000,000	\$9,891,000	\$891,000
2020	\$9,000,000	\$6,492,000	(\$2,508,000)
2021*	\$4,000,000	\$5,400,000	\$1,400,000

**2021 Actual is estimated as Froedtert is currently auditing its year-end financials.*

INTEREST ALLOCATION* (9880)

<u>Org. No.</u>	<u>Capitalized and Operating Interest Expense for Proprietary Fund Departments</u>	<u>2022 Amount</u>
1160	DAS-Information Management Services Division	\$ 217,683
5300	Fleet Management Division (Vehicle Initiative-Principal)	\$ 7,458,875
5300	Fleet Management Division (Vehicle Interest)	\$ 541,705
5500	DAS - Utility	\$ 11,155
5605	Milwaukee County Transit/Paratransit Services	\$ 1,290,720
5725	DAS - Facilities Management Division	\$ 363,497
6300	Behavioral Health Division (Principal)	\$ 550,000
6300	Behavioral Health Division (Interest)	\$ 244,151
1200-1850*	Capital Projects	\$ -
	Sub-Total	\$ 10,677,786
1950	Taxable Pension Obligation Notes	\$ 33,411,838
	Total Estimated 2022 Debt Service Abatement	\$ 44,089,624

* The interest allocation amounts on general obligation bonds and notes for capital projects will be calculated at the end of 2022. As in prior years, an administrative transfer will be processed by the Office of the Comptroller to modify capital project budgets and the Debt Service Budget to adjust budgets based on actual amounts.

DEPARTMENTAL NARRATIVES

NON-DEPARTMENTAL REVENUE FUNCTION

1800 — Non-Departmental Revenues

1991 — Property Taxes



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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1800 — NON-DEPARTMENTAL REVENUESDepartment: **Non-Departmental Revenues**UNIT NO. **1800**FUND: **General — 0001****BUDGET SUMMARY**

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Revenues					
1901 Unclaimed Money	\$1,800,387	\$2,452	\$1,250,000	\$0	(\$1,250,000)
1902 State Personal Property Aid	\$1,616,781	\$1,499,034	\$1,381,286	\$1,562,944	\$181,658
1933 Land Sales	\$0	\$0	\$0	\$0	\$ 0
1937 Potawatomi Allocation	\$4,608,613	\$2,926,239	\$3,018,584	\$3,326,352	\$307,768
1986 Fire Charge Uncollectable	\$0	\$0	(\$905,071)	(\$943,948)	(\$38,877)
1993 State Shared Taxes	\$27,363,423	\$27,430,719	\$30,905,438	\$30,967,836	\$62,398
1994 State Exempt Computer Aid	\$5,129,456	\$5,129,456	\$5,129,455	\$5,129,455	\$ 0
1995 Milwaukee Bucks Sports Arena	\$0	\$0	(\$4,000,000)	(\$4,000,000)	\$ 0
1996 County Sales Tax Revenue*	\$82,282,089	\$82,033,188	\$77,072,095	\$88,484,600	\$11,412,505
1998 Surplus from Prior Years	\$0	\$0	\$5,000,000	\$5,000,000	\$ 0
1999 Other Misc. Revenue	\$42,030	\$358,104	\$25,000	\$225,000	\$200,000
Total Revenue	\$115,946,332	\$119,379,192	\$118,876,787	\$129,752,239	\$10,875,452

*The figures stated above are presented as gross sales tax collections (less State administrative fees). Org 1996 contains net sales tax collections in the Operating Budget after allocations to capital improvements.

Department Mission: The objective of the non-departmental revenue agencies is to properly account for revenue sources that are not under the jurisdiction of any single department. The Office of 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.

Recommended Amounts are based on the following:

Unclaimed Money: Pursuant to Section 59.66 of the Wisconsin Statutes, the County Treasurer is to publish a notice that the Treasurer's Office possesses unclaimed money. If no legal claim is made within the time specified in such notice, all funds and interest earned are to be turned over to the General Fund of the County treasury. Every other year, the Treasurer widely advertises unclaimed funds before they are forfeited. As a result, this revenue fluctuates from one year to the next and is difficult to predict. Funding is budgeted in this area in odd numbered years. In 2022, \$0 is budgeted.

1800 — NON-DEPARTMENTAL REVENUES

Department: **Non-Departmental Revenues**

UNIT NO. **1800**

FUND: **General — 0001**

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 \$1,562,944 for 2022.

Land Sales: Accounts for the sale of County land in accordance with state statute. Monies received through this revenue stream will be allocated in accordance with established policies on one-time revenues and Chapter 6 of the Milwaukee County Code of Ordinances. \$0 is budgeted in 2022.

Potawatomi Revenues: Represents payments based on Class III Net Win during the period July 1, 2021 to June 30, 2022 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2021 net win payment was \$4,377,159. The 2022 Budget increases by \$437,716 for a total of \$4,814,875 due to an anticipated increase in gaming activity as table games open following long-term closures due to the COVID-19 pandemic.

DHHS-Behavioral Health Division (Org. 6300)

- \$337,203 to support the Community Services Section programs
- \$500,000 is budgeted to support Alcohol and Other Drug Abuse (AODA) treatment through the Non-Temporary Assistance to Needy Families (TANF) AODA Voucher System.

Department of Health and Human Services (Org. 8000)

- \$350,000 to increase the level of revenue in the Division's Birth-to-Three program to avoid a reduction in Federal revenue due to non-compliance with the Maintenance of Effort expenditure requirement.
- \$201,320 to support the programs of the Delinquency and Court Services Division.
- \$100,000 to provide case management services for homeless and disabled veterans

Fire Charge-Uncollectable: The Fire protection charge will continue to be budgeted in the Water Distribution System (Agency 550) and charged out to all County Grounds users of the water system. However, payment from some non-County users of the water system has been challenging and has resulted in uncollectable payments. Although the County will continue to pursue payment for these charges, uncollectable revenue of \$943,948 is budgeted to account for potential uncollectable revenue.¹

State Shared Taxes: Represents payment from the State under the County and Municipal Aid payment program. The base payment is given to each County on a per capita basis. The Utility Payment compensates local governments for costs incurred in providing services to tax exempt public utilities. Wisconsin State Statute 48.561(3) requires the Wisconsin Department of Administration to reallocate \$20,101,300 from Milwaukee County's shared revenue allocation to the Wisconsin Child Welfare Program. State Shared Revenues to the County are projected to increase by \$62,398 in 2022. As outlined in 2015 Wisconsin Act 60 ("Act 60"), Milwaukee County is required to commit \$4,000,000 annually to the construction of the Milwaukee Bucks Sports Arena. See Org. Unit 1800-1995 for further explanation.

The State of Wisconsin (State) received \$67.1 million of Mitigation Trust Funds from the national settlement with Volkswagen (VW) Corporation. The State apportioned part of its award towards a competitive statewide transit capital assistance grant program (Grant Program) to fund the replacement of eligible public transit vehicles. As a condition of the Grant Program (§ 79.035(7)), award recipients receive a reduction in State Shared Revenue (Shared Revenue) of

¹ Prior to the transfer of the fire protection charge to the water utility in 2012, DAS-Facilities, DAS-Fiscal Affairs and Corporation Counsel staff reviewed the existing fire protection agreement(s) as well as any applicable state statutes, county ordinance, and/or existing agreements between the non-county water system users and the County.

1800 — NON-DEPARTMENTAL REVENUESDepartment: **Non-Departmental Revenues**UNIT NO. **1800**FUND: **General — 0001**

75% of the actual award amount amortized over a 10-year period. Pursuant to approved County Board file #18-640, the County applied for funding and was awarded \$5,461,500 in Grant Program funding. The Grant Program funding replaced bond funding for eligible County bus replacements.² Based upon Grant Program criteria, the County will receive an annual Shared Revenue reduction of \$409,613 beginning with the 2021 budget year through the 2030 budget year.

STATISTICAL SUPPORTING DATA	2019	2020	2021	2022
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Base Payment	\$ 47,023,963	\$ 47,023,963	\$ 47,023,962	\$ 47,022,794
Utility Payment	4,440,760	4,508,056	4,392,389	4,455,955
Subtotal State Shared Taxes	\$ 51,464,723	\$ 51,532,019	\$ 51,416,351	\$ 51,478,749
VW State Grant (Buses)	0	0	(409,613)	(409,613)
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	\$ 31,363,423	\$ 31,430,719	\$ 30,905,438	\$ 30,967,836

State Exempt Computer Aid: Represents State payments to compensate for the exemption of computers from property tax rolls, per 1997 Wisconsin Act 237. The formula for determining the county share of State Exempt Computer Aid was discontinued in the 2017-19 Wisconsin State Budget and replaced with a flat increase of 1.47% in 2018 to 2019. In 2020 and each year thereafter, State Exempt Computer Aid will not have an inflation factor. The estimate at the time of budget preparation results in \$5,129,455 budgeted in State Exempt Computer Aid.

Milwaukee Bucks Sports Arena: Wisconsin State Statute 79.035(6) requires an annual \$4 million reduction to Milwaukee County's shared revenue to offset costs for the Milwaukee Bucks sports and entertainment facility. This non-departmental account acknowledges the County's contribution to the sports and entertainment facility through 2036.

² Eligible buses included those in the 2018 and 2019 Adopted Capital Budget.

1800 — NON-DEPARTMENTAL REVENUESDepartment: **Non-Departmental Revenues**UNIT NO. **1800**FUND: **General — 0001**

County Sales Tax Revenue: Sales tax collections are projected to increase by approximately \$11.7 million, from \$78.4 million to \$90.1 million. The net sales tax budgeted in Org 1996 is \$88.5 million (\$90.1 million gross sales tax less State administrative fee of \$1.6 million and capital improvements allocations of \$8.5 million). An allocation of \$36.7 million is provided for debt service, resulting in \$43.2 million available for general fund purposes.

	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Gross Sales Tax Collections	\$ 83,747,674	\$ 83,494,339	\$ 78,444,880	\$ 90,060,661
State Administrative Fee	<u>(1,465,585)</u>	<u>(1,461,151)</u>	<u>(1,372,785)</u>	<u>(1,576,061)</u>
County Sales Tax Collections	\$ 82,282,089	\$ 82,033,188	\$ 77,072,095	\$ 88,484,600
Less Sales Tax Allocated to				
Capital Improvements	\$ <u>(10,781,492)</u>	\$ <u>(7,354,784)</u>	\$ <u>(7,256,584)</u>	\$ <u>(8,534,376)</u>
County Net Sales Tax Collections	\$ 71,500,597	\$ 74,678,404	\$ 69,815,511	\$ 79,950,224
Less Allocations to Debt Service	<u>(30,582,773)</u>	<u>(32,153,590)</u>	<u>(36,687,770)</u>	<u>(36,707,604)</u>
Available for General Fund	\$ 40,917,824	\$ 42,524,813	\$ 33,127,741	\$ 43,242,620

Surplus (Deficit) from Prior Year: Represents \$5,000,000 of the County's overall 2020 surplus as applied to the County's 2022 budget (County Board file 20-937) per 59.60 of Wisconsin State Statutes.

Other Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. 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	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Revenues					
Property Tax Levy	\$294,395,459	\$301,109,336	\$303,968,779	\$309,578,373	\$5,609,594
Total Revenue	\$294,395,459	\$301,109,336	\$303,968,779	\$309,578,373	\$5,609,594

Statistical Supporting Data			
General County	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,180,526,340	\$1,281,802,284	\$101,275,944
Revenues	\$830,282,086	\$927,759,085	\$97,476,999
General Obligation Bond Issues	\$46,275,475	\$44,464,826	(\$1,810,649)
General County Property Tax Levy	\$303,968,779	\$309,578,373	\$5,609,594

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).

1991 — PROPERTY TAXES

Department: **Property Taxes**

UNIT NO. **1991**

FUND: **General — 0001**

Summary of 2022 Tax Levy					
Dept. No.	Department Description	2022 Budget			Fund Type
		Expenditures	Revenues	Tax Levy	

Legislative and Executive					
1000	County Board	\$1,238,313	\$0	\$1,238,313	GEN
1011	County Executive-General Office	\$891,526	\$0	\$891,526	GEN
1020	County Executive-Intergov Relations	\$296,158	\$0	\$296,158	GEN
	Total Legislative and Executive	\$2,425,997	\$0	\$2,425,997	

Staff Agencies					
1090	Office of Equity	\$935,157	\$0	\$935,157	GEN
1120	Personnel Review Board, Civil Service Commission & Ethics Board	\$259,580	\$0	\$259,580	GEN
1130	Corporation Counsel	\$1,519,051	\$206,189	\$1,312,862	GEN
1140	Human Resources	\$5,396,760	\$6,000	\$5,390,760	GEN
1151	Department of Administrative Services	\$66,397,142	\$17,826,786	\$48,570,356	**
1157	Strategy, Budget, and Performance	\$2,115,860	\$95,733	\$2,020,127	GEN
	Total Staff Agencies	\$76,623,550	\$18,134,708	\$58,488,842	

County-Wide Non-Departmental Revenues					
1901	Unclaimed Money	\$0	\$0	\$0	GEN
1986	Fire Charges Uncollectable	\$0	(\$943,948)	\$943,948	GEN
1902	State Personal Property Aid	\$0	\$1,562,944	(\$1,562,944)	GEN
1933	Land Sales	\$0	\$0	\$0	GEN
1937	Potawatomi Revenue	\$0	\$3,326,352	(\$3,326,352)	GEN
1993	State Shared Taxes	\$0	\$30,967,836	(\$30,967,836)	GEN
1994	State Exempt Cmptr Aid	\$0	\$5,129,455	(\$5,129,455)	GEN
1995	Milwaukee Bucks Sports Arena	\$0	(\$4,000,000)	\$4,000,000	GEN
1996	Cnty Sales Tax Revenue	\$0	\$79,950,224	(\$79,950,224)	GEN
1998	Surplus from Prior Year	\$0	\$5,000,000	(\$5,000,000)	GEN
1999	Other Misc Revenue	\$0	\$225,000	(\$225,000)	GEN
	Total Non-Departmental Revenues	\$0	\$121,217,863	(\$121,217,863)	

1991 — PROPERTY TAXESDepartment: **Property Taxes**UNIT NO. **1991**FUND: **General — 0001**

County-Wide Non-Departmental Expenditures		Expenditures	Revenues	Tax Levy	Fund Type
1913	Civil Air Patrol	\$11,500	\$0	\$11,500	GEN
1921	Human Resources/Payroll Sys	\$2,133,901	\$0	\$2,133,901	GEN
1930	Internal Service Abatement	(\$127,258,781)	(\$127,258,781)	\$0	GEN
1935	Charges to Other County Units	(\$7,801,187)	\$0	(\$7,801,187)	GEN
1945	Appropriation for Contingencies	\$5,000,000	\$0	\$5,000,000	GEN
1950	Employee Fringe Benefits	\$221,783,585	\$111,919,981	\$109,863,604	GEN
1961	Litigation Reserve	\$186,362	\$0	\$186,362	GEN
1971	Centralized Cross Charges	\$3,135,915	\$12,492,252	(\$9,356,337)	GEN
1972	Wage and Benefit Modification	(\$100,000)	\$0	(\$100,000)	GEN
1985	Capital/Depreciation Contra	(\$811,874)	\$3,307,853	(\$4,119,727)	GEN
Total County-Wide Non-Dept		\$96,279,421	\$461,305	\$95,818,116	

Courts and Judiciary					
2000	Combined Court Related Services	\$29,636,103	\$11,882,933	\$17,753,170	GEN
2430	Department of Child Support	\$18,397,093	\$16,563,182	\$1,833,911	GEN
2900	Courts-Pre-Trial Services	\$5,803,984	\$955,981	\$4,848,003	GEN
Total Courts and Judiciary		\$53,837,180	\$29,402,096	\$24,435,084	

General Government					
3010	Election Commission	\$907,915	\$80,750	\$827,165	GEN
3090	County Treasurer	\$1,221,295	\$3,750,839	(\$2,529,544)	GEN
3270	County Clerk	\$1,027,620	\$553,001	\$474,619	GEN
3400	Register of Deeds	\$1,267,957	\$4,848,000	(\$3,580,043)	GEN
3700	Comptroller	\$4,905,158	\$143,000	\$4,762,158	GEN
Total General Government		\$9,329,945	\$9,375,590	(\$45,645)	

Public Safety					
4000	Sheriff	\$48,763,172	\$12,356,294	\$36,406,878	GEN
4300	House of Correction	\$51,594,835	\$6,689,005	\$44,905,830	GEN
4500	District Attorney	\$12,322,795	\$5,446,409	\$6,876,386	GEN
4800	Emergency Management	\$9,280,745	\$1,360,486	\$7,920,259	GEN
4900	Medical Examiner	\$5,137,197	\$3,711,424	\$1,425,773	GEN
Total Public Safety		\$127,098,744	\$29,563,618	\$97,535,126	

1991 — PROPERTY TAXES

Department: **Property Taxes**

UNIT NO. **1991**

FUND: **General — 0001**

Public Works		Expenditures	Revenues	Tax Levy	Fund Type
5040	DOT-Airport	\$93,361,748	\$93,361,748	(\$0)	ENTER
5090	DTPW - Transportation Services	\$2,159,910	\$1,875,760	\$284,150	GEN
5100	DOT-Highway Maintenance	\$24,132,143	\$24,132,143	\$0	GEN
5300	DOT-Fleet Maintenance	\$18,033,173	\$18,828,941	(\$795,768)	GEN
5600	Transit/Paratransit	\$138,092,642	\$130,663,555	\$7,429,087	ENTER
5800	DOT-Director's Office	\$409,359	\$409,359	\$0	GEN
Total Public Works		\$276,188,975	\$269,271,506	\$6,917,469	

Health and Human Services					
6300	DHHS-Behavioral Health Division	\$248,138,048	\$195,138,048	\$53,000,000	GEN
8000	Dept of Health & Human Services	\$150,721,006	\$118,617,559	\$32,103,447	GEN
Total Health and Human Services		\$398,859,054	\$313,755,607	\$85,103,447	

Parks, Recreation and Culture					
1908	Milwaukee County Historical Society	\$204,105	\$0	\$204,105	GEN
1914	War Memorial	\$486,000	\$0	\$486,000	GEN
1915	Villa Terrace/Charles Allis	\$225,108	\$0	\$225,108	GEN
1916	Marcus Center for the Performing Arts	\$650,000	\$0	\$650,000	GEN
1917	Milwaukee Art Museum	\$1,290,000	\$0	\$1,290,000	GEN
1966	Federated Library	\$66,650	\$0	\$66,650	GEN
1974	Milwaukee County Fund for the Arts	\$407,825	\$0	\$407,825	GEN
9000	Parks, Recreation and Culture	\$38,290,753	\$21,279,344	\$17,011,409	GEN
9500	Zoological Department	\$18,611,294	\$19,404,089	(\$792,795)	GEN
9700	Milwaukee Public Museum	\$3,500,000	\$0	\$3,500,000	GEN
9910	University Extension	\$444,693	\$100,000	\$344,693	GEN
Total Parks, Recreation and Culture		\$64,176,428	\$40,783,433	\$23,392,995	

Debt Service					
9960	General County Debt Service	\$45,003,339	\$8,295,735	\$36,707,604	DEBT
Total Debt Service		\$45,003,339	\$8,295,735	\$36,707,604	

Capital Projects					
1200-1876	Capital Improvements	\$130,558,343	\$130,558,343	\$0	CAP
Total Capital Projects		\$130,558,343	\$130,558,343	\$0	

1991 — PROPERTY TAXESDepartment: **Property Taxes**UNIT NO. **1991**FUND: **General — 0001**

Expendable Trust Funds		Expenditures	Revenues	Tax Levy	Fund Type
601	Office for Disabilities Trust Fund	\$10,000	\$10,000	\$0	TF
0701-0702	BHD Trust Funds	\$17,200	\$0	\$17,200	TF
0319-0330	Zoo Trust Funds	\$1,394,107	\$1,394,107	\$0	TF
Total Expendable Trust Funds		\$1,421,307	\$1,404,107	\$17,200	
Total County		\$1,281,802,284	\$972,223,911	\$309,578,373	

***Multi-fund*

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DEPARTMENTAL NARRATIVES

NON-DEPARTMENTAL EXPENDITURES FUNCTION

1950 — Employee & Retiree Fringe Benefits

1940 — Non-Departmental Expenditures



**MILWAUKEE
COUNTY**

2022 RECOMMENDED OPERATING BUDGET

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BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Direct Fringe Benefits	\$211,934,412	\$206,544,888	\$221,755,018	\$219,096,258	(\$2,658,760)
Operation Costs	\$2,338,972	\$1,917,092	\$1,180,000	\$1,030,000	(\$150,000)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$2,702,141	\$2,127,769	\$2,194,631	\$1,657,327	(\$537,304)
Total Expenditures	\$216,975,525	\$210,589,749	\$225,129,649	\$221,783,585	(\$3,346,064)
Revenues					
Direct Revenue	\$23,500,109	\$22,716,814	\$22,074,528	\$22,645,000	\$570,472
Intergov Revenue	\$0	\$0	\$0	\$539,955	\$539,955
Total Revenues	\$23,500,109	\$22,716,814	\$22,074,528	\$23,184,955	\$1,110,427
Net Fringe Costs	\$193,475,416	\$187,872,935	\$203,055,121	\$198,598,630	(\$4,456,491)

Note: The budget summary table excludes crosscharges to 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 various 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.

2022 Budget Impact on Employees

In 2022, Milwaukee County maintains an excellent package of fringe benefits for employees. The 2022 Budget does not include any major changes to benefits or employee contribution rates while including an April 2022 2% pay increase for all non-represented employees. Despite facing a structural deficit of over \$20 million in 2021, the County has chosen to prioritize employee total compensation.

Employee Total Compensation in 2022:

Pay Increase

Non-represented employees will receive an April 2% pay increase in 2022. The funds for this salary increase are budgeted in departments.

Health Insurance Premiums

The County pays about 88% of active health benefit costs, while employees are responsible for about 12%. There are no changes to health insurance premiums in 2022. 2022 rates (after including Wellness credit):

Employee Only: \$97/month

Employee + Child: \$143/month

Employee + Spouse: \$226/month

Employee + Family: \$254/month

Dental Plan Changes

The 2022 Budget includes three modifications to the Dental plan to align the County’s plan with industry standards. These modifications decrease dental expenditures by \$300,000 in 2022.

- The deductible is increased from \$25/person to \$50/person
- The basic co-insurance rate is changed from 100% to 80%
- The major co-insurance rate is changed from 80% to 60%

Pension Contribution

The general employee pension contribution decreases from 6.2% to 6.1% in 2022. Public safety represented employee contributions are subject to collective bargaining.

Flexible Spending Account

The employee Flexible Spending Account is maintained in 2022. The County will match up to \$1,000 in employee on a dollar-for-dollar basis for this tax advantaged account.

The chart below shows the impact of the past two budgets on the salary and health/pension costs for an example employee with a salary of \$60,000 who opts for the Employee + Family health care plan:

Salary Item	2021	2022
Salary – Start of Year	\$60,000	\$60,300
Salary Increase – Prorated*	\$60,300	\$61,205
Health Care Premium Contribution	(\$3,048)	(\$3,048)
Pension Contribution**	(\$3,739)	(\$3,733)
Net Salary after Contributions	\$53,513	\$54,423

*2021 Salary Increase: 1% midyear for a net 0.5% increase

*2022 Salary Increase: 2% in Q2 for a net 1.5% increase

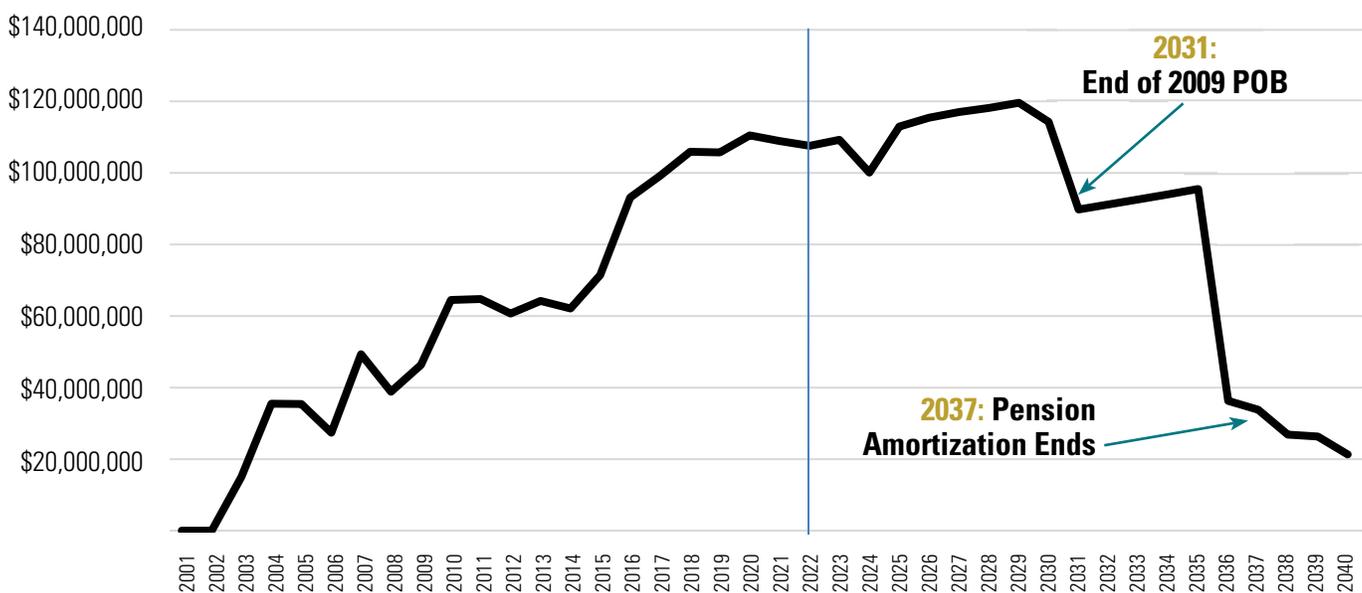
**6.2% in 2021, 6.1% in 2022

Long-Term Impact on County Budget

- Only about 1/3 of Fringe Benefit costs are for current employees. The other 2/3 of costs are for promises to past retirees. \$111.2 million, or about 36% of the County’s property tax levy is allocated to retiree health and pension benefits. This is an amount that is not available for programs and services that are mandated by the State of Wisconsin or program are a part of the County’s strategic plan. Health insurance costs are funded on a pay as you go basis - meaning costs are less predictable and can change significantly, year over year.
- Pension costs are based on an amortization schedule supplied by the Pension Board’s actuary. The chart below shows the County’s actual gross pension cost from 2001 to 2021 and the projected cost from 2022 to 2040. In 2001 and 2002, the County pension system was 100% funded and the actuary recommended no County contributions. In 2022, a total contribution of \$108 million is budgeted for pension expenditures. Costs have increased significantly since 2001 due to three main factors: 1) A significant enhancement in the pension benefit level for most County employees was adopted in 2001. The enhancements were subsequently repealed, but employees who were active at that time remained eligible for the enhanced benefit. 2) The assumed rate of return for the pension fund was as high as 9.0%. This was considered reasonable at the time due to the strong performance of markets in the 1990s. However, for several years in the early 2000s, many investments lost value and fell significantly short of the 9.0% target. When investments do not meet the rate of return assumption, the County is required to increase contributions to make up the shortfall. 3) In the 2000s, the County did not always make the full contribution requested by the pension actuary. By not fully funding the actuary’s recommendation, the County was required to make a large amount of contributions in later years to account for lost interest.
- Pension costs are expected to generally see small annual increases before significant decreases in 2031 and 2037. The decrease in 2031 is the expected end of Pension Obligation Bond (POB) Payments. The County currently pays \$33 million in 2022 in POB debt service. The decrease in 2036 represents the end of the amortization period for most of the current pension debt. If assumptions on rate of return and demographics are met, Milwaukee County’s only pension costs in 2040 will be the normal costs for benefits earned during the year.

Milwaukee County Gross Pension Cost

HISTORY/PROJECTION (2001–2040)



Source: Pension Fund Actuary (Segal Consultants), Office of the Comptroller, Milwaukee County budget documents

2022 Employee & Retiree Fringe Benefits Summary

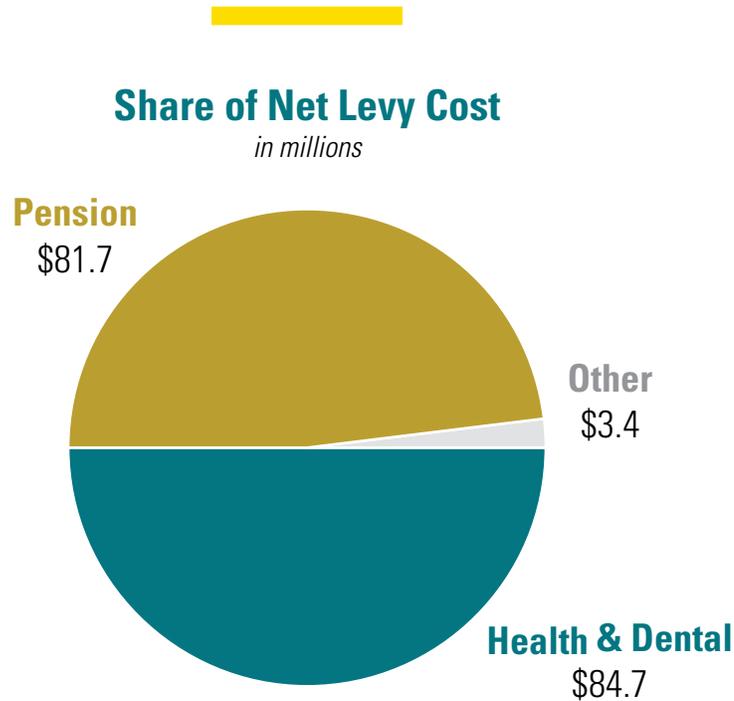
2021-2022 Fringe Benefit Budget Comparisons

ITEM	2021 BUDGET	2022 BUDGET	2021-2022 Change
Gross Health & Dental Costs	\$109,264,523	\$107,681,465	(\$1,583,058)
	+	+	
Gross Pension Costs	\$109,853,119	\$108,392,793	(\$1,460,326)
	+	+	
Gross Costs - Other Benefits	\$6,012,007	\$5,709,327	(\$302,680)
	=	=	
TOTAL Gross Benefit Costs	\$225,129,649	\$221,783,585	(\$3,346,064)
	-	-	
Less Employee/Retiree Health Premiums	(\$8,596,465)	(\$8,620,000)	(\$23,535)
	-	-	
Less Employee/State Pension Contributions	(\$12,000,000)	(\$12,789,955)	(\$789,955)
	-	-	
Less Other Benefit Revenues	(\$1,478,063)	(\$1,775,000)	(\$296,937)
	=	=	
TOTAL Net Benefit Costs - Allocated to Revenue Departments	\$203,055,121	\$198,598,630	(\$4,456,491)
	-	-	
Estimated Revenue Offset at 14.5%	(\$29,442,993)	(\$28,796,801)	\$646,191
	=	=	
Approximate Direct Tax Levy Cost, Employee & Retiree Fringe Benefits:	\$173,612,129	\$169,801,829	(\$3,810,300)

The table above shows that the 2022 budget includes \$221.8 million in gross fringe benefit costs. Revenues directly related to fringe benefits, such as employee and retiree health insurance premiums, employee pension contributions required by State Statute, and other revenues offset approximately \$23.2 million of this total. The remainder, \$198.6 million, is allocated to revenue-generating departments. This is done for two primary reasons. One is to show the “true cost” of providing each service, as personnel costs including fringe benefits comprise a large share of the County’s operating cost. The second reason for this allocation is that many departments receive outside revenue reimbursement for these costs, reducing the County’s tax levy requirements. For instance, all personnel costs allocated to the Airport Division of the Department of Transportation are reimbursed by various fees and charges at the County’s airports. In the Department of Child Support Services, approximately two-thirds of the cost is reimbursed by federal revenues. The remainder, approximately \$169.8 million in 2022, represents tax levy. Countywide, approximately 14.5 percent of fringe benefit costs that are allocated out are reimbursed by outside revenue sources.

In 2022, only departments and portions of departments with substantial outside revenue reimbursement are directly charged for fringe benefit costs. The fringe benefit rate for the 2022 Budget is \$14,800 per benefit eligible FTE for active health care and 10.8% of salary for active pension. In early 2022, the Office of the Comptroller will update these rates for departmental use during the year.

Of the total tax levy cost (after reimbursement from outside revenue sources) for employee and retiree fringe benefits, health and dental costs make up the largest share at approximately \$84.7 million or 50 percent of the total. Pension benefits represent approximately \$81.7 million or 48 percent, and other benefits such as life insurance and the employee bus pass program require \$3.4 million in levy or 2 percent of the total.



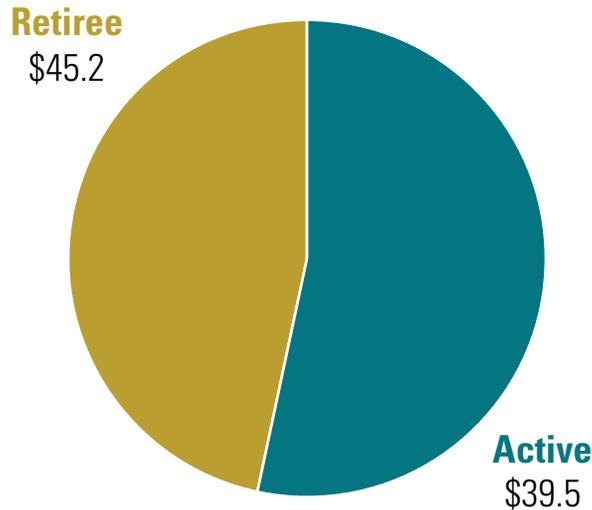
Health & Dental Benefits Overview

The County allocates its benefit costs to active employees and retirees based on estimates provided by various sources, including the health care actuary and the Office of the Comptroller. In some cases, benefits are solely categorized to either active employees (dental insurance) or to retirees (Medicare Part B premium reimbursements).

For health care expenditures, which include medical claims and Medicare Part B premium reimbursements, retirees account for an estimated 53 percent of tax levy funded benefits, while active employees represent 47 percent.

Estimated Healthcare Levy Costs

in millions



The 2022 Budget includes one major change to health benefits. In 2021, stop loss insurance was discontinued. The 2022 budget decreases the stop loss insurance expenditure from \$2,000,000 to \$0.

The Flexible Spending Account (FSA) Employer contribution for 2022 is a maximum of \$1,000. Employees eligible for an FSA must provide \$1,000 (a 1 dollar to 1 dollar match) to receive the maximum County contribution. The employee FSA is unchanged in 2022.

Expenditures in Org. 1950 – Employee Fringe Benefits include:

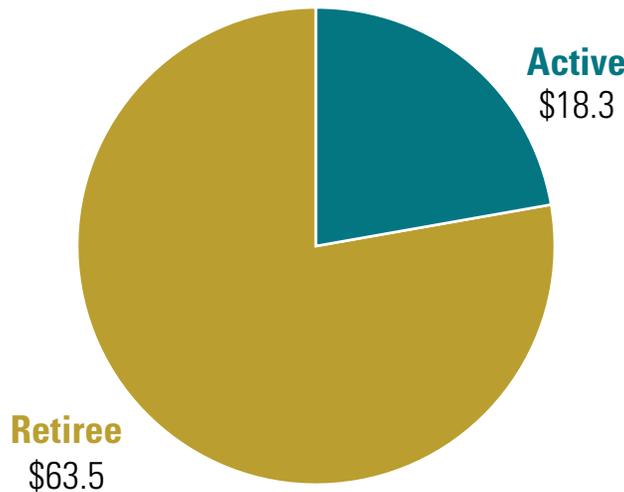
- Health and dental insurance benefits
- Third-party administrative costs for health insurance, prescription drugs, dental insurance, and wellness
- Fees required by the Affordable Care Act
- Employee Flu Shots

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 2022, the projected tax levy cost of pension benefits is approximately \$81.7 million. Of this total, approximately \$63.4 million or 78 percent is allocated to retiree costs and \$18.3 million or 22 percent is allocated to active employees.

Estimated Pension Levy Costs

in millions



The 2022 budget provides total appropriations for pension benefits of \$108.4 million. This amount represents a decrease of about \$1.4 million due to decreased OBRA and ERS Unfunded Actuarial Liability costs, partially offset by increased costs for the active pension portion of the \$3/hour premium pay for corrections staff.

Item	2021 Budget	2022 Budget	2021/22 Change
OBRA Retirement System Contrib.	\$703,000	\$203,000	(\$500,000)
ERS Normal Cost	\$19,536,000	\$19,575,000	\$39,000
ERS Unfunded Actuarial Liability	\$56,193,000	\$54,663,000	(\$1,530,000)
Pension Obligation Bonds	\$33,421,119	\$33,411,838	(\$9,281)
Doyne Pension	\$0	\$0	\$0
Premium Pay - Pension	\$0	\$539,955	\$539,955
TOTAL Pension Costs	\$109,853,119	\$108,392,793	(\$1,460,326)

The Employees Retirement System (ERS) and 1990 Retirement System of the County of Milwaukee (“OBRA”) contributions represent amounts recommended by the County’s pension actuary.

1950 — EMPLOYEE & RETIREE FRINGE BENEFITS

Department: **Fringe Benefits**

UNIT NO. **1950**

FUND: **General — 0001**

Revenues

Revenues of \$12.8 million are budgeted in 2021. Revenues primarily increase due to the use of ARPA funding to offset the active pension portion of the \$3/hour premium pay for corrections staff. For 2022, general employees shall contribute 6.1 percent of salary to the pension plan (down from 6.2 percent in 2021). Public safety employee contributions are subject to collective bargaining.

BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$0	\$0	(\$93,949,096)	(\$88,835,026)	\$5,114,070
Operation Costs	\$1,852,331	\$1,978,983	\$6,953,754	\$7,331,763	\$378,009
Debt & Depreciation	\$0	\$0	(\$6,636,389)	(\$6,636,389)	\$0
Capital Outlay	\$0	\$0	\$3,246,771	\$5,824,515	\$2,577,744
Interdept. Charges	(\$7,244,441)	(\$5,793,673)	(\$41,738,220)	(\$43,189,027)	(\$1,450,807)
Total Expenditures	(\$5,392,110)	(\$3,814,690)	(\$132,123,180)	(\$125,504,164)	\$6,619,016
Revenues					
Direct Revenue	\$325,000	\$4,532,383	\$2,042,296	\$3,307,853	\$1,265,557
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$9,534,413	\$9,448,763	(\$121,146,450)	(\$114,766,529)	\$6,379,921
Total Revenues	\$9,859,413	\$13,981,146	(\$119,104,154)	(\$111,458,676)	\$7,645,478
Tax Levy	(\$15,251,523)	(\$17,795,836)	(\$13,019,026)	(\$14,045,488)	(\$1,026,462)

Department Mission: The non-departmental expenditure units represent expenditure allocations that are not under the management of or related to a core function of any County department or office. Because these items are largely technical in nature, they have no strategic outcomes and since they are not under the management of any departments, they have no activity data or performance measures.

Department Description: Three of the non-departmental expenditure units account for services that are not directly related to any single County department:

- The Appropriation for Contingencies is designed to (a) account for unanticipated emergencies or revenue shortfalls in the coming year (unallocated contingency) or (b) account for items that are anticipated to possibly occur but may not (allocated contingency).
- The Human Resources Payroll System allocates costs of the Countywide payroll and employee data system (Ceridian).
- The Litigation Reserve is a reserve account that can be utilized for unanticipated legal costs.
- Civil Air Patrol represents the County’s contribution to this program, which operates out of Lawrence J. Timmerman General Aviation Airport.
- Wages and Benefits Modification provides for Countywide adjustments to compensation for extraordinary items.
- Centralized Crosscharges accounts for crosscharges that are no longer allocated to departments based on County policy.

The three other program areas, Offset to Internal Service Charges, Charges to Other County Departments, and Capital Outlay/Depreciation Contra represent technical adjustments that ensure the total County budget is not overstated, and ensure that costs for capital outlay and depreciation in proprietary fund departments are budgeted appropriately.

1940 — NON-DEPARTMENTAL EXPENDITURESDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 1: Appropriation for Contingencies**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$0	\$0	\$5,000,000	\$5,000,000	\$0
Revenues	\$325,000	\$4,532,383	\$0	\$0	\$0
Tax Levy	(\$325,000)	(\$4,532,383)	\$5,000,000	\$5,000,000	\$0

The 2021 budget includes funding for unanticipated events such as departmental shortfalls and critical projects. This helps to ensure the County achieves a surplus at the end of the year. Funds in the Appropriation for Contingencies can be in an unallocated account or in an allocated account earmarked for a specific purpose.

In 2022, the unallocated contingency contains \$5,000,000 and no items are in allocated contingency.

1940 — NON-DEPARTMENTAL EXPENDITURESDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 2: Offset to Internal Service Charges**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$0	\$0	(\$133,802,771)	(\$127,258,781)	\$6,543,990
Revenues	\$0	\$0	(\$133,802,771)	(\$127,258,781)	\$6,543,990
Tax Levy	\$0	\$0	\$0	\$0	\$0

Strategic Implementation: This program area reduces total County expenditures and revenues by the amount of charges from internal service fund departments to other County departments. Without this adjustment, total County expenditures and revenues would be overstated. Expenditures of (\$127,258,781) and revenue offsets of (\$127,258,781) reflect the charges from the following departments to other County departments.

Internal Service Revenue			
Department Name	2021 Budget	2022 Budget	2022/2021 Variance
Fringe Benefits	(\$97,182,963)	(\$88,735,026)	\$8,447,937
DAS-Facilities Management	(\$5,345,010)	(\$5,259,063)	\$85,947
DAS-Water Utility	(\$92,350)	(\$74,679)	\$17,671
DOT-Airport	(\$291,730)	(\$311,060)	(\$19,330)
DOT-Transportation Services	(\$1,551,081)	(\$1,620,760)	(\$69,679)
DOT-Fleet	(\$16,668,316)	(\$18,750,941)	(\$2,082,625)
Parks	(\$15,000)	(\$1,500)	\$13,500
Centralized Crosscharges	(\$12,656,321)	(\$12,492,252)	\$164,069
Total	(\$133,802,771)	(\$127,258,781)	\$6,543,990

1940 — NON-DEPARTMENTAL EXPENDITURESDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 3: Charges to Other County Departments**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	(\$9,979,543)	(\$8,666,294)	(\$8,144,914)	(\$7,801,187)	\$343,727
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	(\$9,979,543)	(\$8,666,294)	(\$8,144,914)	(\$7,801,187)	\$343,727

Strategic Implementation: This program area represents the offset to Central Service costs allocated to departments in order to show the full cost of operating a department. This allows the full cost to be truly reflected, and departments receiving grant revenues, indirect revenues (internal service fund departments) or outside (direct) revenues can more easily be reimbursed for this cost. Since the charge is no longer abated in departmental budgets, a central abatement represented in this budget is necessary so expenses are not overstated.

The Central Service Allocation amounts for the 2022 budget are prepared by the Office of the Comptroller. The 2022 plan uses 2020 actual costs as its base and includes a carryover provision for the difference between the 2021 Plan and 2020 actual costs. Adding the 2020 carryover to the 2022 budget increases charges to those departments that were undercharged in 2021 and reduces charges to those departments that were overcharged.

1940 — NON-DEPARTMENTAL EXPENDITURESDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 4: Human Resource & Payroll System**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,638,832	\$1,771,162	\$1,755,892	\$2,133,901	\$378,009
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,638,832	\$1,771,162	\$1,755,892	\$2,133,901	\$378,009

Strategic Implementation: This program area contains an appropriation for Milwaukee County’s hosted payroll, human resources (HR), benefits management, learning management, and applicant recruiting systems as well as actuarial services.

This program area funds the following services and purchases:

- Ceridian HCM provides Dayforce subscriptions, tax filing identifications, training, services, clock maintenance, data processing, HR management, payroll processing, learning management, and recruiting under a 2021 to 2023 Agreement.
- Morneau Shepell Limited provides benefits administration software services under a 2020 to 2023 extended Agreement for Products and Services.
- A new vendor will provide learning content in 2022. The Department of Human Resources is exploring consolidating Countywide learning.
- The Segal Company (Midwest), Inc., provides actuarial services related to the County’s retirement systems and pension issues. The Comptroller’s Office is authorized to extend the 2018 to 2021 Professional Service Contract with The Segal Company (Midwest), Inc., through December 31, 2022, and to increase the contract amount by \$100,000, resulting in a \$299,999 total contract amount.

1940 — NON-DEPARTMENTAL EXPENDITURESDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 5: Law Enforcement Grants**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$0	\$0	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

Strategic Implementation: This program area included funding for the Milwaukee Police Department support of 911 calls in the City of Milwaukee. The memorandum of understanding with the City of Milwaukee has expired, therefore no funds are budgeted for 2022.

1940 — NON-DEPARTMENTAL EXPENDITURESDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 6: Litigation Reserve**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$204,621	\$197,584	\$186,362	\$186,362	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$204,621	\$197,584	\$186,362	\$186,362	\$0

Strategic Implementation: The litigation reserve includes funding available for unanticipated litigation costs. The reserve is under the management of the Office of Corporation Counsel. In 2022, \$186,362 is included.

1940 — NON-DEPARTMENTAL EXPENDITURES

Department: **Countywide Non-Departmental Expenditures**

UNIT NO. **1940**

FUND: **General — 0001**

Strategic Program Area 7: Capital Outlay/Depreciation Contra

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$0	\$0	(\$3,389,618)	(\$811,874)	\$2,577,744
Revenues	\$0	\$0	\$ 2,042,296	\$ 3,307,853	\$1,265,557
Tax Levy	\$0	\$0	(\$5,431,914)	(\$4,119,727)	(\$1,312,187)

Strategic Implementation: Proprietary Fund departments include Enterprise Fund departments (e.g., General Mitchell International Airport) and Internal Service Fund departments (e.g., DAS-Information Management Services Division). Budgeting for Proprietary Fund departments in accordance with Generally Accepted Accounting Principles (GAAP) requires that Proprietary Funds expense the cost of fixed assets over the life of the asset through depreciation. Prior to 1997, fixed assets were defined as buildings and equipment with a cost in excess of \$500. In 1997, the definitions regarding fixed assets changed. The per unit cost for non-computer equipment must exceed \$2,500 and have a useful life greater than one year. Computer related equipment must exceed \$1,000 per unit to be considered a fixed asset.

Appropriations for depreciation are included in Proprietary Fund departmental budgets while appropriations for Capital Outlay - Fixed Assets, the original cost for the fixed asset, are excluded from those budgets. To ensure proper budgeting in accordance with GAAP, yet also ensure these departments retain control over the purchase of fixed assets, Proprietary Fund departments reflect an appropriation for Capital Outlay - Fixed Assets and an offsetting credit appropriation.

However, the cost of Capital Outlay - Fixed Assets for Proprietary Fund Departments should be included in the property tax levy. In order to achieve this, all capital outlay costs for Proprietary Fund Departments are included in this non-departmental budget. The costs for depreciation should not be included in the tax levy, therefore, an offsetting contra account for all Proprietary Fund Departments' depreciation costs is included in this non-departmental budget. This budgetary procedure has no County-wide tax levy impact.

The following tables depict the capital outlay by department for 2022 compared to 2021, the amount of annual depreciation and finally, the combination of these entries that determines the tax levy amount for this non-departmental budget.

Org.	Department Name	2021 Capital Outlay	2022 Capital Outlay	2022/2021 Change
1150	DAS-Risk Management	\$ 0	\$ 0	\$ 0
1160	DAS-IMSD	0	0	0
5600	Transit/Paratransit	1,204,475	2,516,662	1,312,187
TOTAL		\$ 1,204,475	\$ 2,516,662	\$ 1,312,187

1940 — NON-DEPARTMENTAL EXPENDITURES

Department: **Countywide Non-Departmental Expenditures**

UNIT NO. **1940**

FUND: **General — 0001**

Org.	Department Name	2021 Depreciation Contra	2022 Depreciation Contra	2022/2021 Change
1150	DAS-Risk Management	\$ 0	\$ 0	\$ 0
1160	DAS-IMSD	(3,143,436)	(3,143,436)	0
5600	Transit/Paratransit	(3,492,953)	(3,492,953)	0
TOTAL		\$ (6,636,389)	\$ (6,636,389)	\$ 0

EXPENDITURES/REVENUE SUMMARY			
	<u>Expenditure</u>	<u>Revenue</u>	<u>Tax Levy</u>
Capital Outlay-reflects appropriations for Proprietary Fund departments	\$ 2,516,662		
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	(6,636,389)		
<u>Airport Year-End Closing Entry</u>			
Contribution from Capital Improvement Reserves: Non-Terminal Project Principal			
TOTAL	\$ (4,119,727)	\$ 0	\$ (4,119,727)

1940 — NON-DEPARTMENTAL EXPENDITURESDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 8: Civil Air Patrol**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$8,878	\$10,237	\$11,500	\$11,500	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$8,878	\$10,237	\$11,500	\$11,500	\$0

Strategic Implementation: The Civil Air Patrol utilizes the County-owned hangar at Lawrence J. Timmerman Airport (LJT) and the second floor of the LJT Control Tower. The County provides appropriations for the utility costs (heat, light, insurance and telephone) of these facilities. Appropriations may be used for paint, repairs, materials, and supplies to keep the facilities in a well-maintained and safe condition. The Civil Air Patrol will continue to provide the following activities:

- A national program of aerospace education for youth and adults.
- Participation in disaster emergency services and Homeland Security exercises, nationally and locally.
- Cooperation with, and support of, Civil Defense and American Red-Cross disaster and relief programs.
- Participation in all search and rescue missions authorized by the United States Air Force and Coast Guard.
- Flying shore patrol for the boating public as authorized by the United States Coast Guard.
- Assisting the U.S. Customs Service and Drug Enforcement Administration by patrolling in aircraft to detect illegal drug activity and marijuana fields and reporting such activity to the U.S. Customs Service.
- Assistance to Civil Authority, including airborne imagery and communications support.
- Military commander support, including low level surveys, range assistance and low-slow intercept training.
- Counter terrorism mission support, flown in cooperation with the Federal Bureau of Investigation (FBI).

Strategic Program Area 9: Wages and Benefits Modification

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$0	\$0	\$3,233,867	(\$100,000)	(\$3,333,867)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$3,233,867	(\$100,000)	(\$3,333,867)

Strategic Implementation: This program includes centrally budgeted modifications to Wages and/or Benefits.

In 2022, the following items are included in this program area:

- An appropriation of \$2,500,000 is included for salary adjustments based on the results of a compensation study that the Department of Human Resources is completing in 2022. Approval by the County Board to release these funds via appropriation transfer will be requested after the final compensation study report is submitted to the County Board.
- A vacancy and turnover reduction of \$2,600,000 is included in 2022. Based on recent experience, the County has experienced a higher level of vacancy savings than budgeted. The Strategy, Budget, and Performance Department and the Office of the Comptroller will monitor the actual vacancy rate during 2022 and recommend corrective action if needed. Departmental fund transfers from personnel to other account series will be reduced or eliminated in early 2022.

In 2022, the following items are included in departmental budgets:

- All general employees will receive a 2 percent salary increase as of April 3, 2022.
- An appropriation of \$77,504 (offset by \$20,291 of revenue for a net levy cost of \$57,213) is included in departmental budgets for reallocation of five senior level leadership positions from Pay Grade 903E to 904E. The current pay grade for these positions carries a range of roughly \$107,000 to \$131,000 per year. Equitable compensation of our senior leadership is one of many important steps to ensure effective implementation of our strategic plan. For brief comparison, the Director of Health and Human Services in Waukesha County is eligible to make \$138,000 to \$200,000, the Chief Human Resources Officer in Hennepin County, MN is eligible for \$134,000 to \$195,000. The State of Wisconsin’s analogous pay grade, the “General Senior Executive Group,” is eligible for \$122,000 to \$214,000. Three of the five positions in this request are currently at pay grades below their counterparts in other departments – and in some cases, even below some in their own department who report to these positions. The reallocations will be presented separately to the County Board and the Personnel Committee for approval. The positions impacted are:
 - Director, Department of Transportation
 - Director, Department of Health and Human Services
 - Chief Human Resources Officer
 - Director, Office of Strategy, Budget, and Performance
 - Director, Department of Administrative Services

1940 — NON-DEPARTMENTAL EXPENDITURESDepartment: **Countywide Non-Departmental Expenditures**UNIT NO. **1940**FUND: **General — 0001****Strategic Program Area 10: Centralized Crosscharges**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$2,735,102	\$2,872,619	\$3,026,502	\$3,135,915	\$109,413
Revenues	\$9,534,413	\$9,448,763	\$12,656,321	\$12,492,252	(\$164,069)
Tax Levy	(\$6,799,311)	(\$6,576,144)	(\$9,629,819)	(\$9,356,337)	\$273,482

Strategic Implementation: This program area accounts for crosscharges that are no longer allocated to departments based on County policy.

GLOSSARY

The following are explanations of some of the most commonly used terms found in the operating and capital budget narratives.

Abatement: A negative expenditure or cost amount. Milwaukee County sometimes uses a process by which one department will transfer costs to another department in lieu of charging that department in a cost/revenue structure. For instance, the Department of Administrative Services places expenditures in its various program areas to allocate the cost of the DAS Management program area, which are offset by negative expenditure amounts in the DAS Management program area. These negative expenditure amounts are combined with positive crosscharge amounts (see entry below) in the Interdepartmental Charges appropriation unit on the front pages of all departmental narratives.

Accrual Basis of Accounting: An accounting method that recognizes the impact of financial transactions when they occur regardless of when cash flows are realized.

Appropriation: The setting aside of funds for specific purposes. This is essentially the budgeting of expenditure authority for the purpose of carrying out programs or services.

Appropriation Unit: A group of expenditure or revenue accounts that are similar in nature. For instance, the Personnel Cost appropriation unit includes salaries, Social Security and fringe benefit costs for County employees.

ARPA: The American Rescue Plan Act of 2021, which provided federal funding for the response to COVID-19.

BHD: The Behavioral Health Division of the Milwaukee County Department of Health and Human Services.

Capital Improvement Committee (CIC): A committee, required by Section 36 of the Milwaukee County Ordinances, that reviews departmental capital project and capital improvement plan requests and makes recommendations to the County Executive for inclusion in the recommended capital budget. The committee is composed of the chair of the County Board Committee on Transportation & Public Works, the chairs of the County Board Committee on Finance, Personnel &

Audit, the comptroller, the director of transportation, the budget director, and two municipal mayors.

Capital Outlay: In the operating budget narrative, the appropriation unit that includes costs of acquisition of operating equipment items such as vehicles and office equipment greater than \$5,000. These items generally have a useful life greater than one year, but less than 10 years, and are included in an organization's operating budget.

CARES: The Coronavirus Aid, Relief and Economic Security Act of 2020, passed by Congress after the COVID-19 public health emergency was declared.

Crosscharge: A cost budgeted and realized for interdepartmental service costs. For instance, the Fleet Management Division charges other Milwaukee County departments for vehicle maintenance costs. These charges are referred to as "crosscharges." These expenditure amounts are combined with negative abatement amounts (see entry above) in the Interdepartmental Charges appropriation unit on the front pages of all departmental narratives.

DAS: The Department of Administrative Services, which is broken up into 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: The Milwaukee County Department of Health and Human Services. This department contains many smaller divisions focused on specific community needs.

Direct Revenue: A revenue appropriation unit, these are payments by customers or outside entities to Milwaukee County for specific purposes. Examples include capitated payments by the State of Wisconsin for services, greens fees to play a round of golf, admissions fees to the Zoo, or real estate transfer fees

GLOSSARY

paid when a property changes ownership.

Disability Services Division: A division within the Milwaukee County Department of Health and Human Services dedicated to helping those in the community with disabilities and connecting them with resources to promote independence and inclusion.

Division of Youth & Family Services: A division within the Milwaukee County Department of Health and Human Services focused on providing youth and families supervision and support in pursuing a pro-social future.

DOT: The Milwaukee County Department of Transportation.

Employee Retirement System (ERS): A division within Human Resources assisting those who are retired or soon to be retired with questions regarding benefits, filing paperwork, and ensuring a smooth transition from the workplace into retirement.

Five-Year Capital Improvements Plan: The anticipated required or requested capital projects for the current budget year and the proceeding four years.

FTE: “Full-Time Equivalent” positions, or the proportion of 2,088 hours that a position is anticipated to be employed by Milwaukee County.

Fund: An individual account that is used for accounting and budgeting purposes of similar services or functions. Similar to individual bank accounts for checking, savings, retirement, etc. Milwaukee County utilizes the following funds:

- **The General Fund**, which is used to account for all financial resources, except those required to be accounted for in another fund.
- **The Debt Service Fund**, which is used to account for the accumulation of resources and the payment of principal and interest on long-term general obligation debt.
- **The Capital Projects Fund**, which is used to account for financial resources segregated for the acquisition of construction of major capital facilities other than those financed by proprietary funds.
- **Enterprise Funds** that are used to account for operations that provide services that are financed primarily by user charges or activities where periodic

measurement of net income is appropriate for capital maintenance, public policy, management control or other purposes.

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

General Obligation Bonds: Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues.

Indirect Revenues: Revenues earned by departments by charging other Milwaukee County departments for services.

Interdepartmental Charges: The combination for narrative purposes of the Abatement and Crosscharge appropriation units that includes charges between departments for services or cost allocations.

Intergovernmental Revenue: The revenue appropriation unit that includes payments by the State of Wisconsin or the federal government. Examples include General Transportation Aids for highway operations, payments by the state for housing state inmates in the jail, state shared revenue, youth aids, etc.

Milwaukee County Sheriff's Office: Maintains the county jail, provides bailiff services for the circuit courts, patrols the freeways, provides law enforcement presence at General Mitchell International Airport, Milwaukee County parks, and other Milwaukee County institutions.

Modified Accrual Basis of Accounting: Basis of accounting in which:

- Revenues are recognized in the accounting period when they become available and measurable.
- Expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

Non-Departmental Organization: An organizational unit

C O N T I N U E D

GLOSSARY

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.

OAAA: The Milwaukee County Office on African American Affairs. The Office strives to serve an integral role in recognizing and resolving Milwaukee County's racial inequities for the benefit of all of its citizenry and for the region to achieve its full potential.

OBRA: The 1990 retirement system of Milwaukee County. A secondary smaller pension system within Milwaukee County.

Office of Corporation Counsel: Milwaukee County's legal representation for all internal and external legal matters.

Operation Costs: An appropriation unit that includes services and commodities purchased by Milwaukee County in order to operate.

Passenger Facility Charge (PFC): The Passenger Facility Charge (PFC) program allows the collection of PFC fees up to \$4.50 for every boarded passenger at commercial airports controlled by public agencies. Airports use these fees to fund FAA-approved projects that enhance safety, security or capacity; reduce noise; or increase

air carrier competition, including making payments for debt service on indebtedness incurred to carry out the project. Governed by PFC Statute (49 U.S.C. Sec. 40117). General Mitchell International Airport is currently approved to collect a PFC charge of \$4.50 per enplaned passenger.

Seas/Hourly/Pool Pos.: The FTE equivalent of positions that are generally hourly or temporary in nature, such as park seasonal employees, hourly temporary clerical positions, interns, etc. These positions are generally not eligible for fringe benefits. The dollar amount budgeted for these positions is reported in each departmental narrative budget summary table.

Structural Budgetary Deficit: A fundamental negative imbalance in government revenues and expenditures, as opposed to one based on one-off or short-term factors. In the case of a negative imbalance, governments would have more expenses than revenues to pay for the services provided.

Vacancy & Turnover (V & T): The value of salary assigned to positions resulting from employee turnover and hiring. A financial metric/dollar value of budgeted but unfilled positions.

Vehicle Registration Fee (VRF): A fee levied by counties or municipalities on the annual registration of vehicles within the jurisdiction, used for transportation purposes, allowed by Wisconsin State Statute 341.35. ■



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.



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county.milwaukee.gov