

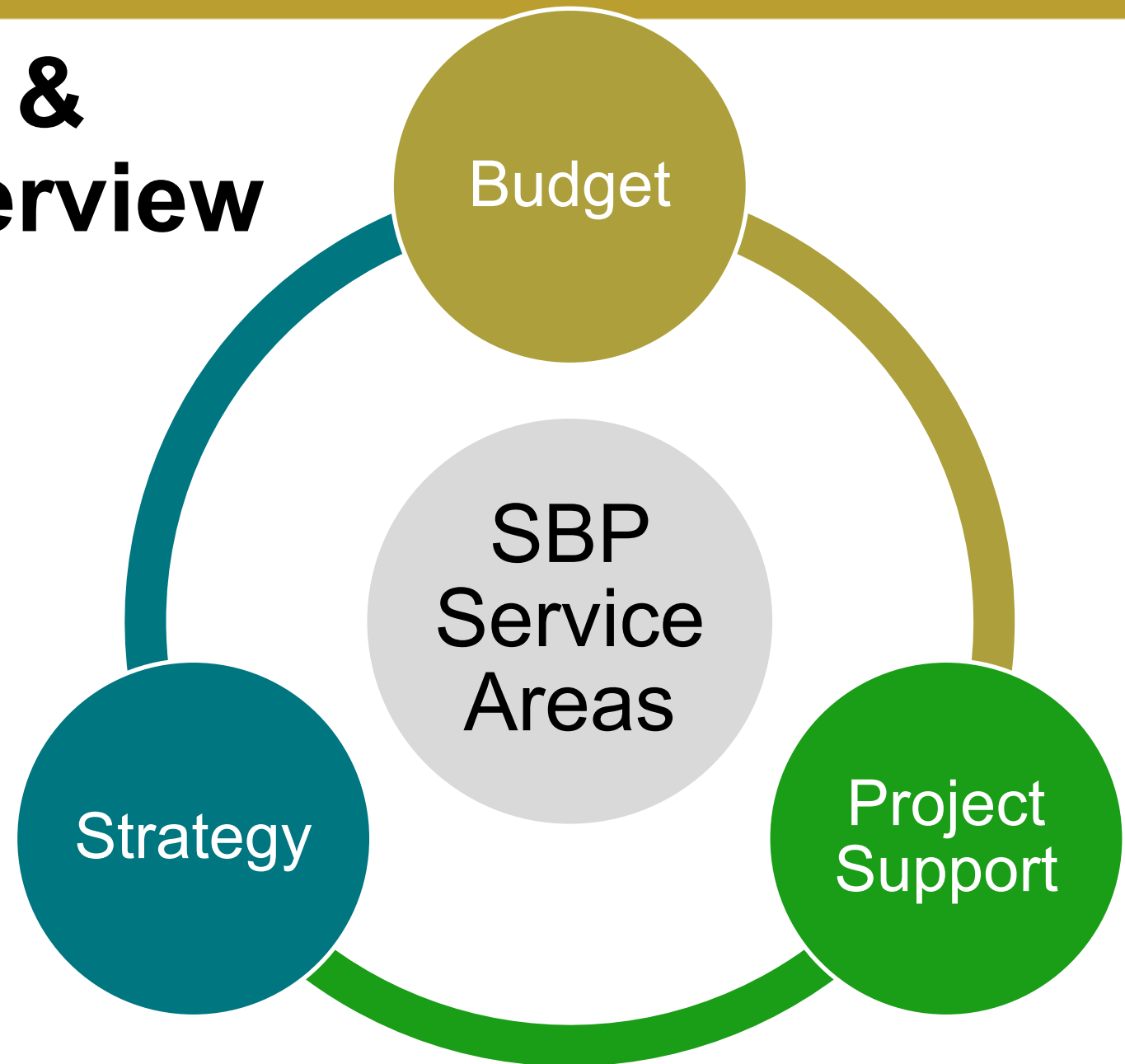
# Office of Strategy, Budget & Performance

2025 Annual Report to the Milwaukee County  
Board of Supervisors



# Strategy, Budget & Performance Overview

The Strategy, Budget & Performance Office was created in 2022 to further connect strategy and budget, while dedicating resource to project management support.



# Strategy, Budget & Performance

## *Mission*

We support Milwaukee County's success by driving equitable decisions and implementing innovative solutions.

## *Values*

- Inclusion: We actively seek diverse perspectives when making decisions.
- Influence: We collectively use our power to positively impact our community.
- Integrity: We do the right thing even when no one is looking.
- Innovation: We find new and better ways to get things done.



# SBP Office Purpose

Support the County's mission to enhance the quality of life through great public service

Lead the Strategic Plan

Utilize an equitable lens for budgeting

Improve Milwaukee County's fiscal health

Lead priority projects, grant development, and internal communications

Facilitate countywide programs and performance efforts

## Strategy, Budget & Performance Goals

| SBP Focus Areas                                    | County Alignment   | 2027 SBP Goals   |
|--|--|--|
| Lead the County's Strategic Plan                   | All Strategic Objectives                                       | Align all county services to the advancement of the County's strategic plan                |
|  |  | Centralize all county performance measurements to the Strategy Dashboard                   |
|  |  | Facilitate measurable progress in one or more social determinant of health                 |
| Utilize an equitable lens for budgeting            | 2C: Racial Equity Lens, 3A: Invest Upstream                    | Apply a racial equity lens to budget decisions at the countywide level                     |
| Improve Milwaukee County's fiscal health           | 3B: Fiscal Health  | Reduce the structural deficit  |
|  |  | Increase revenue and resources that allow Milwaukee County to invest upstream              |
|  |  | Reduce the deferred capital infrastructure   |
| Improve County operations and innovative practices | 2A: Service Alignment, 2B: Break Down Silos, 3B: Fiscal Health | Maintain standard procedures for project management across the county                      |
|  |  | Improve processes by creating measurable efficiencies in the way Milwaukee County operates |
| Increase engagement of the workforce               | 2B: Break Down Silos   | Maintain a high functioning internal communications unit                                   |

# Strategic Plan

- SBP developed and refined a five-year strategic plan (2023-2027)
- Office leaders regularly reviewed the 2025 scorecard to assess progress on key goals
- Staff develop and implement activities aligned to annual goals to track milestone achievements



The Office of Strategy, Budget and Performance: "By achieving racial equity, Milwaukee is the ha

The office's mission is "We support Milwaukee ( decisions and implementing innovative solutions

The Office of Strategy, Budget and Performance: Milwaukee County as a whole:

- **Inclusion:** We actively seek diverse pers
- **Influence:** We collectively use our power
- **Integrity:** We do the right thing even wh
- **Innovation:** We find new and better way

As an enterprise-wide office serving every part c and Performance plays a role in advancing all nir

**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.

More specifically, the Office of Strategy, Budget and Performance delivers on its mission by advancing five overall goals, each of which align to one or more of Milwaukee County's overall strategic objectives. The table below shows the alignment between Strategy, Budget and Performance goals, Milwaukee County's strategic objectives, and the office's 2027 targets. It also

explains how we will know when we are successful at achieving each of the 2027 targets.

By establishing annual and quarterly goals that nest within this plan, each service area team checks in at regular intervals to assess its progress.

| Office of Strategy, Budget & Performance Goals                      | Milwaukee County Strategic Objective Alignment                     | 2027 Office of Strategy, Budget & Performance Targets                                       | We will know we're successful when...   |
|---|--|---|---|
| <b>Lead Milwaukee County's Strategic Plan</b>                       | All  | Align all county services to the advancement of Milwaukee County's strategic plan.          | We can explain clearly why every dollar we spend advances our strategy and we spend more money on strategic priorities.                                     |
|   |  | Centralize all performance measurements to the Milwaukee County Strategy Dashboard.         | Performance measures for all services can be tracked on the strategy dashboard.   |
|   |  | Facilitate measurable progress in one or more social determinant of health (e.g. housing).  | More residents live in quality, affordable housing in 2027 than in 2022.  |
| <b>Utilize an equitable lens for budgeting</b>                      | 2C: Racial Equity Lens<br>3A: Invest Upstream                      | A racial equity lens is applied to budget decisions at the countywide level.                | Application of the Racial Equity Budget Tool and related processes become embedded into standard decision-making regarding the budget process.              |
| <b>Improve Milwaukee County's fiscal health</b>                     | 3B: Fiscal Health  | Reduce the structural deficit.  | Reduce the structural deficit compared to 2022.   |
|   |  | Increase revenue and resources that allow Milwaukee County to invest upstream.              | Increase the amount of money invested into services that align to the determinants of health.   |
|   |  | Reduce the deferred capital infrastructure.   | A balanced Milwaukee County funding policy is created addressing the annual capital infrastructure needs of core services with project management capacity. |
| <b>Improve Milwaukee County operations and innovative practices</b> | 2A: Service Alignment<br>2B: Break Down Silos<br>3B: Fiscal Health | Maintain standard procedures for project management across Milwaukee County.                | All departments use the same tools and processes to efficiently execute projects that advance Milwaukee County's vision.                                    |
|   |  | Improve processes by creating measurable efficiencies in the way Milwaukee County operates. | Reduce the number of steps needed to deliver Milwaukee County services.   |
| <b>Increase engagement of the workforce</b>                         | 2B: Break Down Silos   | Maintain a high functioning internal communications unit.                                   | Employees know what's going on throughout Milwaukee County – both what we are doing and why we're doing it.   |

To learn more about Milwaukee County's journey toward racial equity, please visit [county.milwaukee.gov/Vision](https://county.milwaukee.gov/Vision).

To learn more about the Office of Strategy, Budget and Performance, please visit [county.milwaukee.gov/EN/Strategy-Budget-and-Performance](https://county.milwaukee.gov/EN/Strategy-Budget-and-Performance).



**COUNTY**

# Goal 1

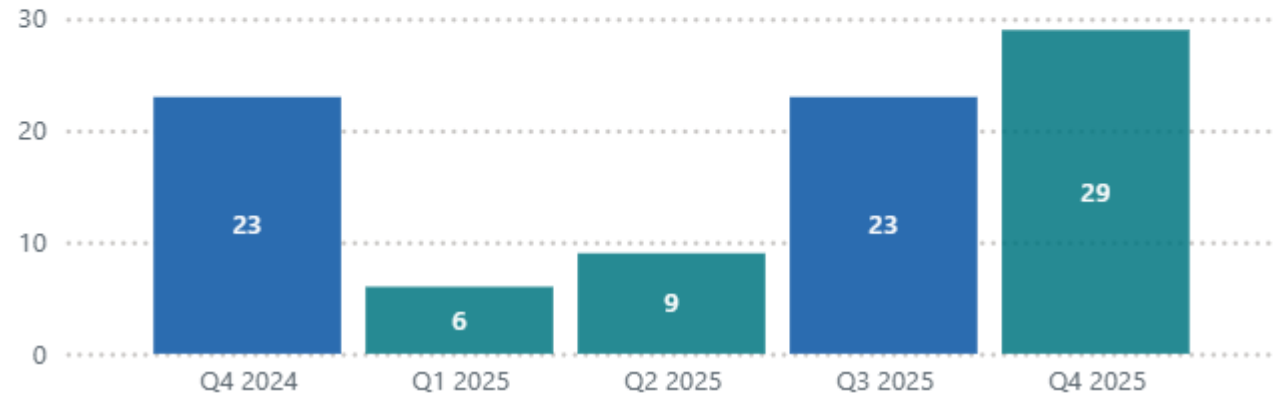
In 2025, the PMO carried out and concluded **29 projects** requiring continuous improvement or general project management assistance. Project examples include:

- ▶ Migrate to the Wisconsin Retirement System
- ▶ Implement of free phone and video calling program for County correction facilities
- ▶ Respond with documentation to FEMA to request the Flood Disaster Declaration
- ▶ Develop content for the 2025-27 Biennial State Budget materials
- ▶ Secure accreditation for CRC through the American Correctional Association
- ▶ Document standardization and record digitization with the Department of Administrative Services

## Complete 20 priority, continuous improvement, and strategy projects annually

Each bar shows the total count from January through that quarter. In January, the count goes back to zero and starts building up again.

Metric status ● Completed ● On track

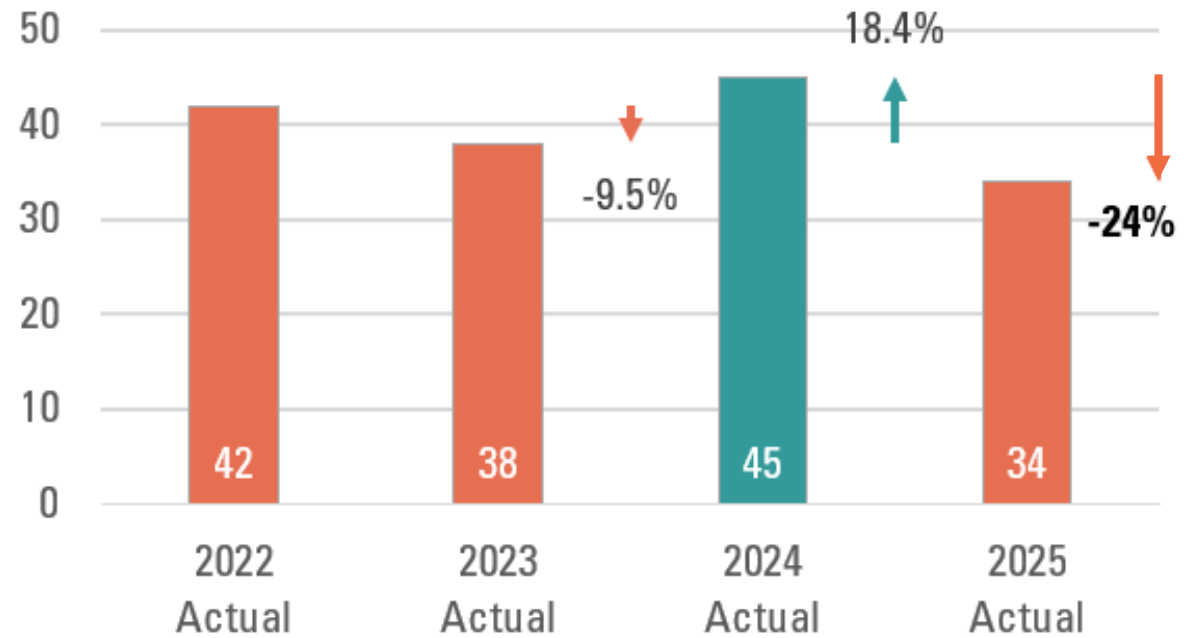


# Goal 2

**34 grant proposals** were submitted in 2025 totaling **\$107,582,343** in requests.

- ▶ As of April 2026, 12 awards were received totaling **\$48,705,405** in grant revenue
  - These awards represent a **50% success rate**
  - 10 proposals remain pending, representing \$46,050,529 in potential future grant revenue
- ▶ Since inception in 2021, the grant development team has supported the accumulation of **\$206,676,340**
- ▶ Congressionally Directed Spending (CDS) requests led to an additional **\$1,250,000** beyond competitive grants in 2025

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



# Goal 3

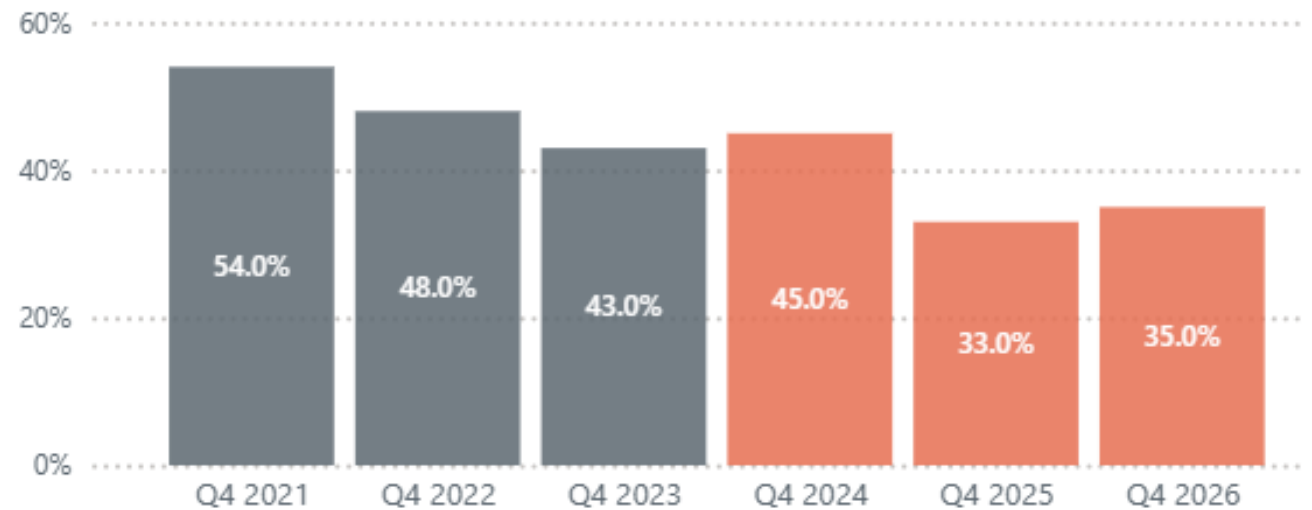
Percentage of adopted projects was reduced from 33% to **35% in 2026**.

- ▶ Bonding cap – limits available funding
- ▶ 2026 budget included numerous large size projects which consumed bonding cap availability, such as:
  - Investing in Justice: Courthouse Complex (IJCC) (\$18.8M),
  - Zoo Front Entrance (\$13.6M), and
  - Mitchell Park Domes (\$5.0M)

## Adopt at least 60% of requested Capital projects annually

Each bar shows only what happened during that specific quarter or year.

**Metric status** ● Historical data ● Off track



# Goal 4

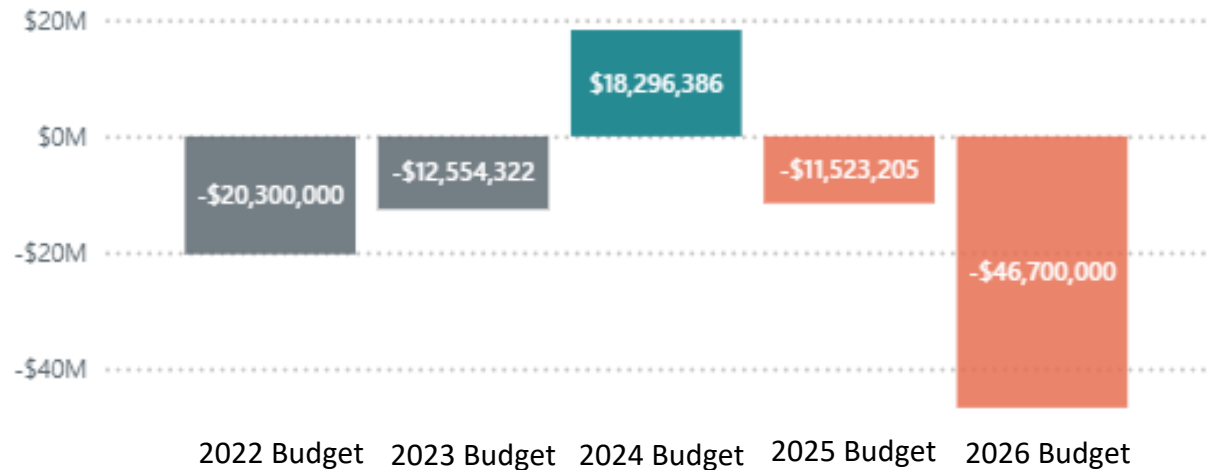
Projected structural deficit increases from **\$11.5 million in 2025** to \$46.7 million in the 2026 budget

- ▶ Expiration of one-time funding and increase in salaries/benefits contribute to large increase
- ▶ Trend of budget gap increases was expected after short-term benefits of Act 12
- ▶ 2027 Budget gap projection is \$50.1 million, driven by significant transit increase and mitigated by slower salary growth and strong sales tax collections

Achieve a positive trend in the projected 5-year budget structural deficit/surplus

Each bar shows only what happened during that specific quarter or year.

Metric status ● Historical data ● Off track ● On track



# Goal 5

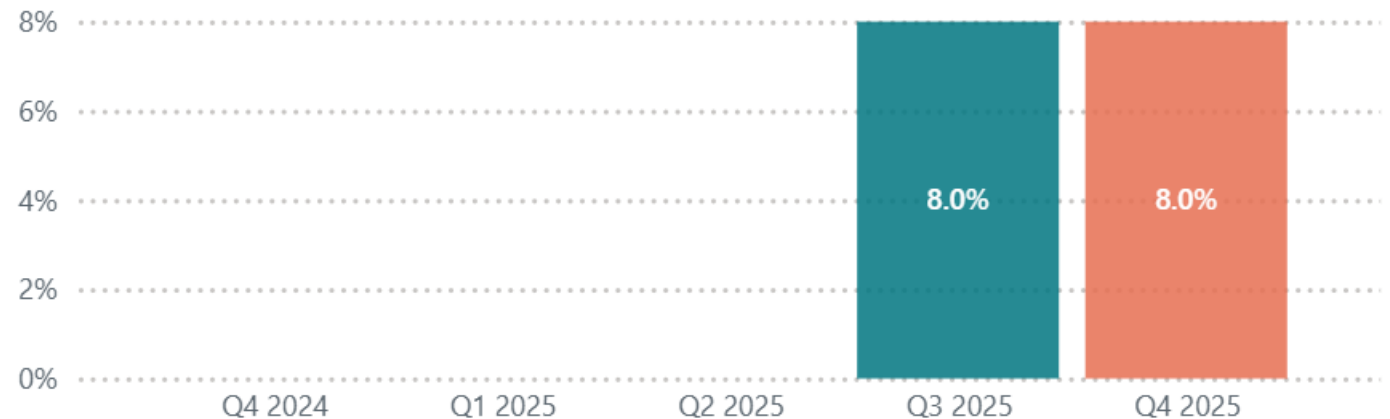
The **new digital Scorecard** (“performance measurement system”) is what created charts like this one →

- ▶ Successful pilot in 2025 with two departments (approx. 8% of all departments within Milwaukee County)
- ▶ As of April 2026, all Departments within the Administration are using the new digital scorecard (12, or ~48% of all)
- ▶ Expected to be live on the public website in June 2026

## Implement Performance Measurement system for 100% of Departments/Offices by December 31, 2027

Each bar shows the total count from the very beginning through that quarter. Numbers keep building up across all years.

**Metric status** ● Off track ● On track



# Other highlights from 2025

- The 2025-27 State Biennial Budget included expressway patrol funding totaling \$18M in year one, \$20M in year two of the biennium due to County advocacy efforts, fueling the IJCC project.
- Milwaukee County Complete Communities: Investing in Vision Zero for All received a \$24.9M federal grant and MCDOT also received a \$1M federal CDS allocation for bus replacements.
- American Rescue Plan Act (ARPA) funds are 94% expended.
- Approximately \$3.2M in Opioid Settlement Funds were deployed to support treatment, harm reduction and prevention programs.

# Looking forward to 2026

- SBP will share the Future State Project report with the Board, describing various long-term recommendations.
- Conceptual design for IJCC will conclude and move into schematic design, while seeking capital funds for the remaining project phases.
- Fluctuation in the federal grant landscape is expected to plateau, and 17 proposals have already been submitted in 2026.
- ARPA projects will complete final spending by 12/31/26 and continue a final evaluation to assess strategic alignment and ROI.
- Significant budget and policy decisions will be made on debt service tax levy, transit operations, and employee salary/benefits.



**MILWAUKEE  
COUNTY**