

From: [Cady, Steve](#)
To: [Smith, Allyson](#)
Subject: FW: Finance Committee - Project WJ115 HOC Chillers Repairs (600&400 FACS)
Date: Thursday, October 14, 2021 10:27:03 AM
Attachments: [image001.png](#)

Response to one of the referral items.

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

From: Bryant, Pamela <Pamela.Bryant@milwaukeecountywi.gov>
Sent: Wednesday, October 13, 2021 9:48 AM
To: Haas, Jason <Jason.Haas@milwaukeecountywi.gov>; Johnson Jr, Willie <Willie.Johnson@milwaukeecountywi.gov>; Rolland, Shawn <Shawn.Rolland@milwaukeecountywi.gov>; Taylor, Sequanna <Sequanna.Taylor@milwaukeecountywi.gov>; Clancy, Ryan <Ryan.Clancy@milwaukeecountywi.gov>; Sumner, Liz <Liz.Sumner@milwaukeecountywi.gov>; Czarnecki, Joseph <Joseph.Czarnecki@milwaukeecountywi.gov>
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Subject: Finance Committee - Project WJ115 HOC Chillers Repairs (600&400 FACS)

During the October 12, 2021 Finance Budget Committee meeting a question was asked regarding bond financing for Project WJ115 HOC Chillers Repairs (600&400 FACS). As the title states the project was initially going to be a repair to the chillers. Repair is a maintenance item and would have to be cash financed. Later in the budget process there was a discussion on whether to repair or replace the chillers. The final decision was to replace the chillers which is eligible for bond financing.

The County Executive's Recommended Budget is \$40,538 under the bonding cap. Decreasing the cash in the 2022 Capital Budget by \$959,853 and increasing the bonding by the same amount would add an estimated \$250,000 in total interest costs and cost of bond issuance, unless a recommended bond financed project of equal costs is removed from the budget. If the CEX Recommended project cash financing is replaced with bond financing, the percentage of total cash financing including the Airport would decrease from 24.5 percent to 22.9 percent and excluding the Airport from 16.1

percent to 14.3 percent, respectively.

Preliminary Responses to Budget Questions

Chisholm, Theodore <Theodore.Chisholm@milwaukeecountywi.gov>

Sun 10/17/2021 8:00 PM

To: Haas, Jason <Jason.Haas@milwaukeecountywi.gov>; Johnson Jr, Willie <Willie.Johnson@milwaukeecountywi.gov>; Taylor, Sequanna <Sequanna.Taylor@milwaukeecountywi.gov>; Czarnezki, Joseph <Joseph.Czarnezki@milwaukeecountywi.gov>; Rolland, Shawn <Shawn.Rolland@milwaukeecountywi.gov>; Sumner, Liz <Liz.Sumner@milwaukeecountywi.gov>; Clancy, Ryan <Ryan.Clancy@milwaukeecountywi.gov>

Cc: Smith, Allyson <Allyson.Smith@milwaukeecountywi.gov>; Jensen, Janelle <Janelle.Jensen@milwaukeecountywi.gov>; Cady, Steve <Stephen.Cady@milwaukeecountywi.gov>; Zillig, Molly <Molly.Zillig@milwaukeecountywi.gov>

Good evening Chairman Haas and Supervisors:

I'm awaiting data points on several of the questions posed at last week's meeting, and anticipate having a formal document with the relevant responses and statistics sent your way tomorrow morning. We'll appear tomorrow evening as well to provide more in-depth answers. In the meantime, I am sharing the following preliminary responses to three of the questions posed last week:

Where the 3 additional positions in Administration and Compliance are allocated.

As stated explicitly during the October 12 budget presentation, the County Executive's recommended budget includes four new operational positions whose funding will be structured, given the relevant job responsibilities, within the Administration and Compliance strategic program area. The creation of these new positions was offset by the elimination of a never-filled managerial post (created in the 2020 operating budget) that would have provided additional supervision within the Office of Legal Affairs and Compliance.

The four new positions include the three deputy sheriffs previously approved by the Board for the Crisis Assistance and Response Teams (CART) Unit. These positions were not included in the 2021 adopted budget but added mid-year and need to be re-approved for inclusion in the upcoming budget. As I directly supervise this unit, its members are included in the Administration and Compliance strategic program area despite their operational roles. The fourth position is a deputy sheriff director, or senior executive, required to address executive-level challenges impacting court and detention operations. All director-level positions are housed in the Administration and Compliance strategic program area, even though the duties of this position will pertain to operations.

References were made during the budget hearing to the six positions created within this organizational unit since 2019. In the 2020 operating budget, a deputy sheriff was moved to this organizational unit to serve in the Specialized Security Assignment (executive protection for the sheriff); the aforementioned management post in the Office of Legal Affairs and Compliance, now slated for elimination, was also created at this time; and an externally funded Jail Population Analyst position was created, at the request of the Milwaukee County Community Justice Council, to advance decarceration efforts in Milwaukee County. Because this position plays a role in policy development, it is housed in this strategic program area and not in the jail's strategic program area. Added to the four positions slated for creation and one position slated for elimination in this strategic program area in the present budget, these past creations account for the six positions referenced in the budget hearing.

Other references were made during the budget hearing to internal investigations. The Professional Standards Division (formerly the Internal Affairs Division), while housed within the Administration and Compliance strategic program area, is only one component of this strategic program area. The MCSO requested budget details all functions of the Administration and Compliance strategic program area in the "Department Description" section, the pertinent paragraph of which is copied here for reference:

An organization of MCSO's mission and size requires supporting strategic, administrative, and regulatory compliance infrastructure. These services are located within organizational unit 4002 ("Administration and Compliance"), including the executive office of the elected Milwaukee County Sheriff, the Office of Legal Affairs and Compliance, the Office of Public Affairs and Community Engagement, and the Fiscal Operations Division. The specialized service areas housed within Administration and Compliance are responsible for devising and implementing agency policy; coordinating the agency's operations with commanders in the field and in the jail; ensuring the agency's adherence to all applicable laws and regulations, to include the provision of training services, the oversight of internal investigations, and the management of public records requests; directing the strategic, financial, and clerical functions that support agency operations; managing agency communications and intergovernmental relations; advancing correctional and criminal justice reform; and maintaining constant engagement in the life of our greater community. Multiple specialized units, including the Internal Affairs Division, Public Records

Unit, Crisis Assessment and Response Teams, and Jail Population Analysis Program are housed within Administration and Compliance.

(2022 Milwaukee County Requested Budget, Office of the Sheriff, pp. 1-2)

Supervisor Clancy requested the number of cameras that were purchased with the \$700,000 for the Lakefront.

To date, no purchases have been made in relation to this project, which has been requested by the Sheriff's Office (in consultation with, and with the support of, the Parks Department), evaluated and endorsed by the Capital Improvements Committee, and recommended for Board approval by the County Executive. Should this project meet with Board approval, then 15 pan-tilt-and-zoom cameras will be installed along the lakefront and adjacent portions of Lincoln Memorial Drive, at locations identified by the Sheriff's Office and Parks Department in consultation with community stakeholders. Temporary pole cameras have been utilized at various junctures, not only at the lakefront but also at parks, county buildings, and court facilities throughout Milwaukee County whenever needed.

This proposal seeks to achieve greater efficiency and effectiveness in crime prevention and response. Milwaukee County's lakefront is among our busiest parks and among the more challenging to patrol in a resource-efficient manner, given that agency personnel must cover a lengthy expanse of terrain on foot or in all-terrain vehicles rather than in the squad cars normally utilized for park patrols. The geographic scope and bustling activity at the lakefront during the summertime means that the 10-12 member Parks Unit is often of insufficient size to meet operational public safety challenges, which encompass traffic incidents on Lincoln Memorial Drive, property crimes associated with county vendor locations, medical or mental health emergencies, and crowd disturbances. The Sheriff's Office has also responded to significant acts of violence at the lakefront, including a homicide at Bradford Beach in August 2020 and a non-fatal shooting at the intersection of Lincoln Memorial Drive and Water Tower Road in July 2021. In turn, intensive amounts of overtime are utilized to facilitate both a preventive and responsive patrol presence during the summer months, leaning heavily on personnel who work lengthy days in the Courts Division to extend their shifts into the evening hours.

A deterrent effect is but one of several advantages afforded by the installation of the 15 cameras presently proposed. While the installation of these cameras will not eliminate the law enforcement presence required for either preventive or responsive purposes, it will decrease the number of law enforcement officers (and overtime hours) required for preventive patrols, as county dispatchers or deputies working on straight-time hours would be able to periodically check camera feeds for signs of disturbances, acts of violence, or vandalism after hours (challenges evidenced by the above data) – not, to be clear, to monitor peaceful goings-on when no activity of concern is observed.

The operational (responsive) value of the camera system will derive from the ability it will afford officers to assess a challenging situation and deploy resources accordingly. Congregate outdoor environments like Milwaukee's lakefront are locations of note from a homeland security standpoint, given their inherent accessibility to armed individuals with ill intentions. Among the primary duties of deputy sheriffs stationed at the lakefront is to keep watch for any such individuals and react accordingly, a process that, as stated above, will be eased significantly through the installation of the camera system. But should an incident of concern arise, the camera system will allow dispatchers and supervisory officers real-time monitoring abilities to direct the assignment of personnel and their activities on-scene, increasing the likelihood of a swift and safe outcome for all present at the lakefront should a concerning scenario develop.

This proposal was offered in the context of broader collaboration on public safety at the lakefront. The Sheriff's Office works closely with the Parks Department to achieve community-trusted safety reflective of a welcoming, inclusive, and secure environment for everyone who visits the lakefront.

The hours and dollars spent on investigating violent crime and homicides last year.

We do not track the hours and dollars spent on a given investigation. After all, like their fellow project-oriented professionals in Milwaukee County government, detectives and deputy sheriff investigators are not attorneys who bill at an hourly rate but county employees who work an assigned shift, and often multiple assignments – or, within the Sheriff's Office, cases – on any given shift.

Thus far in 2021, the Investigative Services Bureau has opened 251 new investigations, including 25 investigations of highly sensitive crimes (homicides and sexual assaults). Of note, these investigations pertain to the county's exclusive patrol jurisdiction. The Milwaukee Police Department and surrounding municipalities are not prepared to undertake the responsibility of investigating criminal acts occurring within Milwaukee County's primary jurisdiction, given staffing shortfalls and the volume of incidents to which they are responding within their own jurisdictions.

In 2021 alone, three of MCSO's investigations have been non-expressway homicide cases. Historically, the Investigative Services Bureau has gone entire years without a non-expressway homicide, although this trend has changed in recent years with one in 2019, three in 2020, and three in 2021, marking an upward trend corresponding with countywide homicide rate increases. While these numbers are low compared to the numbers experienced by the Milwaukee Police Department, these are highly intensive investigations with great demands on the limited investigative resources within the Sheriff's Office.

The Sheriff's Office employs four detectives and eight deputy sheriffs responsible for general and specialized investigative operations and related tasks (including jail security, supplementary park and transit patrols, specialized data-driven policing operations, official misconduct investigations, and other tasks distinct from day-to-day investigative operations). Additionally, the two personnel in the Law Enforcement Analytics Division and eight personnel assigned to federal task forces could be drawn upon to assist with these investigations should more intensive personnel needs arise.

The \$2,863,061 in tax levy set aside for the Investigative Services Bureau budget aligns almost precisely with the 28 full-time-equivalent positions assigned to the bureau (which include three supervisors, an administrative assistant, and the agency's hourly background investigators, who, while reporting to this bureau, conduct employment background checks and are not engaged in criminal investigative operations).



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Activity						
Victims Contacted		2021 Q1	2021 Q2	2021 Q3	2021 Q4	2021 TOTAL
Completed		122	130	65		317
Phone Message		29	50	22		101
Letter		22	27	12		61
TOTAL		173	207	99	0	479
Services Provided		364	495	195		1054
Race						
African American						404
	Completed	103	104	60		267
	Phone	24	42	21		87
	Letter	19	22	9		50
Hispanic						18
	Completed	1	5	3		9
	Phone	2	1	1		4
	Letter	3	0	2		5
White/Non-Hispanic						52
	Completed	14	21	2		37
	Phone	3	6	0		9
	Letter	0	5	1		6
Native American						0
	Completed	0	0	0		0
	Phone	0	0	0		0
	Letter	0	0	0		0
Asian						3
	Completed	3	0	0		3
	Phone	0	0	0		0
	Letter	0	0	0		0
Other / Not Reported						2
	Completed	1	0	0		1
	Phone	0	1	0		1
	Letter	0	0	0		0
Total		173	207	99		479