

SHEBOYGAN COUNTY



2021 ANNUAL REPORTS

AND

TABLES OF ORGANIZATION



SHEBOYGAN COUNTY

Adam N. Payne
County Administrator

March 21, 2022

Honorable County Board Supervisors and Citizenry of Sheboygan County,

Pursuant to the Sheboygan County Code of Ordinances, I am pleased to present the 2021 Sheboygan County annual reports. I trust that the information will provide you with a better understanding of the broad roles and responsibilities of County government.

Sheboygan County government is currently comprised of 25 County Board Supervisors, 19 Departments, 850 employees, and a \$167 million budget. Our mission is to provide courteous, responsive, efficient, and effective services to those we serve. Every day over 117,000 residents of Sheboygan County directly or indirectly rely on the services that we provide.

Sheboygan County provides a broad array of services, including maintaining our bridges and roads, providing law enforcement, protecting natural resources, issuing birth certificates and marriage licenses, maintaining land records, and offering critically important health and human service programs. Despite the ongoing challenges of underfunded state and federally mandated programs, and competing demands for more service and property tax relief, Sheboygan County continues to be recognized as a leader of responsive and cost-effective local government.

As you will see, the enclosed department annual reports are concise for ease of review. Each department's report has a mission statement, summary of responsibilities, accomplishments of the past year, budget performance, and goals for the future. In addition, current tables of organization are included for each department.

2021 offered a number of challenges, such as our ongoing battle with COVID-19, plan and preparations to use American Rescue Plan Act (ARPA) funds, and a highly successful Ryder Cup event. I want to thank and acknowledge the tremendous dedication and hard work of the Sheboygan County Board, Department Heads, and staff. Working together, we problem-solved, strove for continuous improvement, and persevered.

Respectfully,

Adam N. Payne
County Administrator

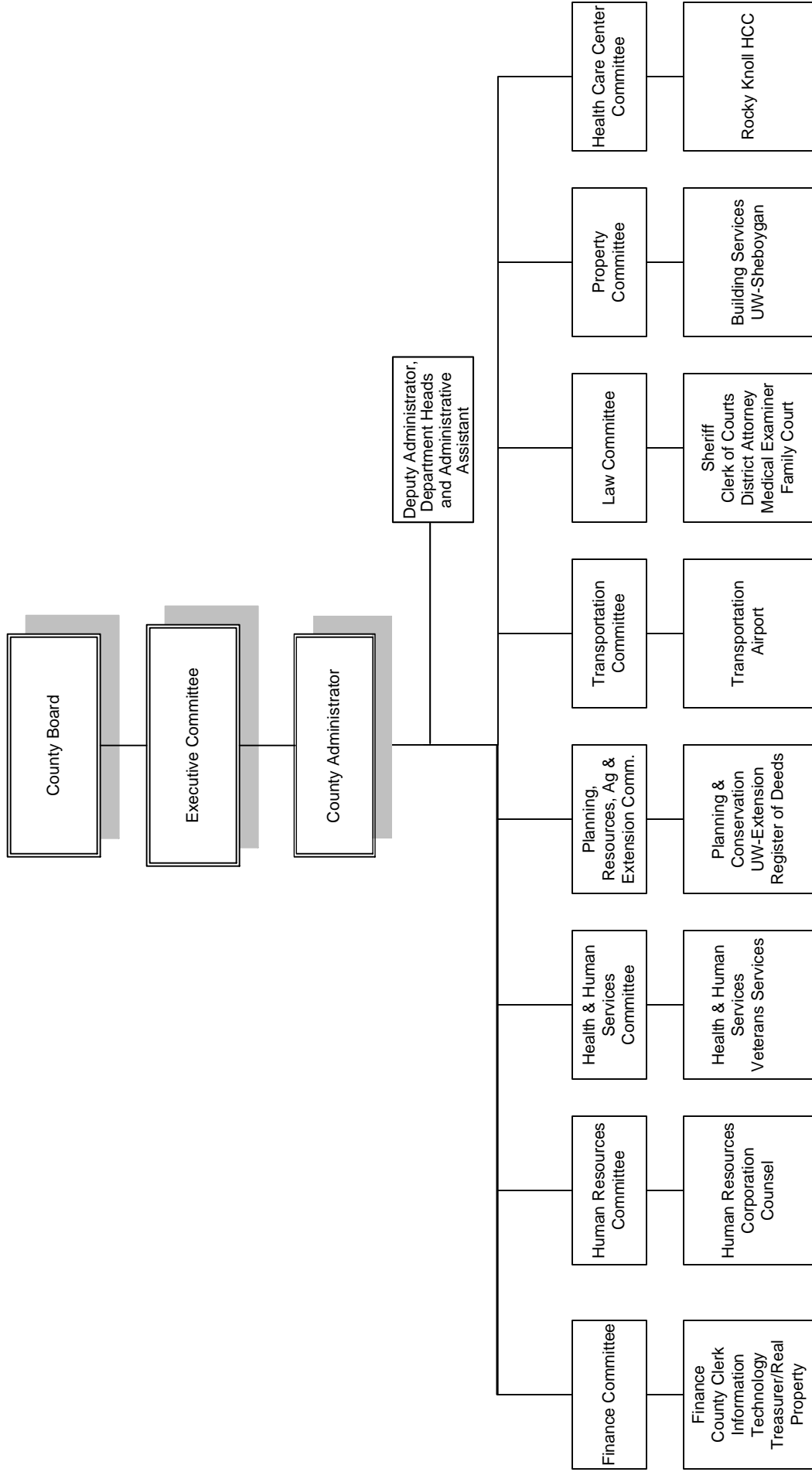
2021 ANNUAL REPORTS AND ORGANIZATIONAL CHARTS

DEPARTMENT	SECTION
Table of Contents	1
Executive Summary	2
Adopted Budget Summary	3
Building Services	4
Clerk of Courts	5
Corporation Counsel	6
County Clerk	7
Court Commissioner	8
District Attorney	9
Finance	10
Health and Human Services	11
Human Resources	12
Information Technology	13
Medical Examiner	14
Planning and Conservation	15
Register of Deeds	16
Rocky Knoll Health Care Center	17
Sheriff	18
Transportation	19
Treasurer	20
U.W. Extension	21
Veterans Service	22

Executive Summary

County Organizational Chart

Sheboygan County Table of Organization



Special Notes

- Chapter 2 Rules of Order – Committee Structure
- The Executive Committee membership includes County Board Chairman, County Board Vice-Chairman and three members elected by the County Board.
- Every County Board Supervisor is assigned a minimum of one committee.
- The County Board Chair makes all Committee assignments with the support of the Executive Committee and subject to confirmation of the County Board.

Executive Summary

2021 Department Annual Reports

The mission of Sheboygan County is to provide courteous, responsive, efficient and effective services to those we serve. Our vision is to be recognized as a leader of responsive and cost-effective local government.

As the Chief Administrative Officer of Sheboygan County, the *County Administrator* provides executive management and oversees all operations of Sheboygan County government. This includes supervising Department Heads, developing and executing the annual budget, recommending organizational changes, ensuring policies enacted by the County Board are carried out, and assuring fiscal and program accountability of services to the taxpayers of Sheboygan County.

The County Administrator led a successful 2022 budget process during 2021 that included:

- Investments in staffing and facility upgrades at the Rocky Knoll Health Care Center
- Enhanced child welfare and behavioral health services
- Maintaining and improving our transportation system
- Expanding the Sheriff's Department Alternatives to Incarceration Unit
- Additional staff support in the Clerk of Courts Department
- Co-locating Economic Support at the Aging & Disability Resource Center
- Replacement of the asphalt plant
- Exterior restoration for the Taylor House at the Sheboygan County Museum
- Repairs and equipment replacement at the Jail and Detention Center
- Recreational and environmental enhancements at the Broughton Sheboygan County Marsh and Amsterdam Dunes Preservation Area

The \$167 million budget supports 19 departments, 850 employees, hundreds of contracted service providers and more than 200 programs and services. The County's tax levy *rate* decreased from \$4.96 in 2021 to \$4.77 in 2022, and the County continues to maintain an excellent bond rating. Due to ongoing streamlining, consolidations, establishing priorities, and hardworking employees, our total payroll is nearly the same today as it was 15 years ago.

In 2021, the COVID-19 pandemic response continued in Sheboygan County. In the past year our county-wide vaccination levels have risen to 60%, with over 80% of those who are 55 years and older being fully vaccinated. Our Division of Public Health has provided nearly 10,000 vaccinations and has enhanced vaccine access through rural pop-up clinics, homebound vaccinations and offsite clinics to support communities who may experience barriers. Sheboygan County continues to work collaboratively with many community partners including hospital presidents, public health professionals, emergency responders, elected officials, and community stakeholders to drive a coordinated response to the pandemic.

The American Rescue Plan Act (ARPA) was enacted on March 11, 2021. ARPA provides \$1.9 trillion nationally in funding, of which Wisconsin is eligible for \$2.5 billion and Sheboygan County is eligible for \$22.4 million. Sheboygan County established six taskforces seeking community engagement and input on the following priority areas of concern: Affordable Housing, Behavioral Health & Crisis Response, Broadband Development, Childcare, Transportation, and Workforce Development. The

taskforces submitted reports with recommendations for the County Board's consideration in early 2022. Counties have until December 31, 2024 to obligate the funds.

Sheboygan County also hosted the Ryder Cup at Whistling Strait, an event that had upwards of 45,000 daily visitors, 27 hours of live worldwide broadcast coverage and an estimated \$135 million economic impact on the region. The Sheboygan County Memorial Airport with its new terminal and customs facility supported over 1,200 aircraft take-offs and landings. Airport staff and members of the Aviation Heritage Center welcomed visitors. Our Health and Human Services, Transportation, and Sheriff's Departments worked closely with Ryder Cup officials on security, traffic, food safety, and COVID-19 mitigation plans. Over 4,000 volunteers stepped forward to help and all involved contributed to a highly successful event.

Though there is always room for improvement, ongoing challenges associated with State unfunded mandates, and competing demands to provide more services and property tax relief, Sheboygan County continues to be a leader of providing responsive and cost-effective local government. We have a team and track record we can take pride in.

The County Administrator supervises appointed Department Heads and helps assure goals and objectives are achieved, and Departments are working in collaboration.

The ***Building Services*** Department maintains and improves buildings and supporting equipment, and performs custodial responsibilities for numerous buildings (451,000 square feet) across the county. Major project highlights from 2021 include completing updated finishes at the Aging & Disability Resource Center, replacing a boiler in the Courthouse, and designing the Alternatives to Incarceration addition at the Detention Center.

The ***Clerk of Courts*** provides support to the five Circuit Courts, including sending jury notifications, maintaining a record of all documents filed with the courts, and collecting the various fees, fines and forfeitures ordered by the court or specified by law. The State Debt Collection service was implemented in 2021 to diversify revenue streams and two judicial assistants were added to the table of organization.

The law firm of Hopp, Neumann, Humke, LLP provides ***Corporation Counsel*** legal services to Sheboygan County. During 2021 the Corporation Counsel prepared numerous resolutions and ordinances, reviewed contracts, and provided legal analysis and advice to the County Board, County Administrator and Department Heads. Additionally, Corporation Counsel represents the public in termination of parental rights and children in need of protective services matters, and retains an associate attorney to exclusively respond to this demand.

The ***County Clerk*** provides administrative support to the County Board including maintaining records for the Board and its committees, certifying that meetings are posted in compliance with the Open Meeting Law, and auditing the County Board expense sheets. The office administers elections and processes Passport applications, as well as marriage, domestic partnership, and dog licenses.

The primary role of the ***Court Commissioner*** is to aid and expedite the Sheboygan County Circuit Court system. Court Commissioners are attorneys appointed by the Circuit Court judges for the purpose of carrying out certain delegated duties to assist the courts. The Court Commissioner's Department manages a variety of work including conducting pre-trial paternity conferences or initial

appearances, temporary and stipulated divorce hearings, mediation referrals, referrals to Remember the Children Program, bail hearings, initial appearances in ordinance cases, and officiating weddings.

The mission of the ***District Attorney*** is to prosecute all criminal offenses and non-criminal traffic and ordinance offenses occurring within the County on behalf of the State of Wisconsin. Additionally, the Department assists law enforcement in its investigations and prosecutes a variety of juvenile matters. The Department's 2021 caseload included a total of 1,992 criminal cases, 1,149 non-criminal cases, and received 3,945 referrals from law enforcement and related agencies. Each referral was reviewed by one of the prosecutors to determine what, if any, action was necessary.

The ***Finance*** Department's mission is to effectively and efficiently safeguard and account for the County's financial resources and to provide financial services in support of all County departments. Significant goals achieved in 2021 included successful completion of the 2022 budget process, continuation of an agreement with the City of Sheboygan to share the services of the County Purchasing Agent, development of a 5-year Capital Plan, and preparation of the County's Comprehensive Financial Annual Report. For the eighth consecutive year, the County received the Certificate of Achievement for Excellence in Financial Reporting.

The ***Health and Human Services*** Department mission is to improve the quality of life and self-sufficiency of Sheboygan County residents. The Divisions of Behavioral Health, Aging and Disability, Economic Support, Public Health, and Child and Family collectively provide a broad array of services. Highlights from 2021 include, Public Health continued providing robust COVID-19 pandemic support, Behavioral Health continued expansion of services for children and adults, and Child Protective Services out-of-home placements were greatly reduced.

The mission of the ***Human Resources*** Department is to create an environment that promotes positive employee relations, encourages equal opportunity and provides quality customer service. The Department's responsibilities include administering employee benefits and developing personnel policies and procedures. In addition, professional development training, recognition, recruitment, succession planning, wellness, and safety remain priorities for the department. The Department continues to enhance recruitment and advertising efforts to address workforce shortages, and in collaboration with the County Administrator and Department Heads, support ARPA premium pay for Rocky Knoll and Corrections employees.

Information Technology (IT) partners with and supports all other County departments, providing technical expertise and project management oversight. During 2021, IT continued to support County employees accessing the County network remotely and meeting virtually, resolving over 7,000 service desk tickets while maintaining a high customer services satisfaction rating, and deployed a new data backup system to provide enhanced disaster recovery capabilities.

The ***Medical Examiner*** is on call 24 hours per day, 365 days each year and investigates deaths in Sheboygan County as required by Wisconsin Statutes. It is the mission of the Medical Examiner to provide professional death investigations to decide the cause and manner of death. The Medical Examiner's investigations include homicides; suicides; deaths following an accident or injury; deaths due to poisoning; deaths following abortion; deaths involving a motor vehicle; snowmobile, all-terrain vehicle or boat; deaths with no physician in attendance in the past 30 days; deaths of a correctional inmate; deaths when after a reasonable time a physician cannot or will not sign the death certificate or in an emergency situation; and deaths with unexplained, unusual or suspicious circumstances.

The ***Planning & Conservation*** Department is committed to providing the public with information and knowledge on environmental issues that affect our community, and protecting and enhancing our County's natural resources and recreational facilities. In 2021, the Planning & Conservation Department neared completion the Kohler Center for Marsh Education and secured a new grant to increase public access and provide aquatic habitat improvements at the Broughton Sheboygan County Marsh. The department also obtained final approval for the wetland mitigation bank at Amsterdam Dunes.

The ***Register of Deeds*** is the primary source of legal documents which affect virtually every Sheboygan County citizen. The Register of Deeds is responsible for recording and providing a variety of legal documents to the public including birth, marriage and death certificates, real estate ownership, military records, probate instruments and business documents such as corporate filings. Recorded land records are the basis of the real estate property taxes. The land records in the Register of Deeds office represent \$11 billion in real estate within the borders of Sheboygan County.

Rocky Knoll Health Care Center offers a full range of services including short-term rehabilitation, outpatient therapy, traditional long-term care and specialized care for the chronically mentally ill. Rocky Knoll had another successful year despite staffing challenges and the ongoing pandemic, which included maintaining a 5-star rating. During 2021, a number of facility enhancements and remodeling commenced to further benefit our residents.

The ***Sheriff's*** Department responsibilities include keeping the peace, enforcing the law, administering the jail, and providing security in the Courthouse. During 2021 there were 10,586 traffic citations and warnings, and in total, 2,612 adults and juveniles were arrested. On average, the Detention Center housed 279 adult and 10 juvenile inmates each day. Retaining correctional officer staff and reducing the average daily inmate population continues to be high priority.

The ***Transportation*** Department's ***Highway Division*** maintains 450 miles of County Trunk Highways, 170 miles of State Trunk and Interstate Highways and 465 miles of local township roads, which equates to a total of 2,169 lane-miles of maintenance responsibility. Its mission is to provide safe and reliable transportation – today and tomorrow. Major operations include gravel crushing, blacktop production, grading, bridge maintenance and inspection, roadway marking and signing, and snow removal. In addition, the department performs concrete work, pipe replacements, drainage improvements, engineering services, equipment repair, project consultation, road building and paving. In 2021, the Department completed 46.88 miles of county and municipal paving.

The ***Transportation*** Department's ***Airport Division*** is responsible for the development, maintenance and operation of the airport's over 1,094 acres of airside and landside infrastructure. The airport is capable of handling transcontinental range jet aircraft. The airport grounds are well maintained for use 24 hours per day, 365 days a year with approximately 40,000 arrival flight operations each year. In 2021, the U.S. Customs and Border Protection began operations at the Airport. This service allows tenants and visitors from around the world to fly directly to Sheboygan County to clear Customs. The NASCAR event and Ryder Cup golf tournament generated a heavy amount of traffic at the Airport and the Department provided key preparations and support.

The ***Treasurer*** collects delinquent and second installment real estate tax payments for all 28 municipalities; and provides support for all 28 municipalities during the first installment tax collection

period. Tax rolls are maintained in a central file that is open to the public and consulted daily by representatives from real estate companies, title insurance and financial companies, and the general public. Additionally, the Treasurer is the Real Property Lister and is responsible for maintaining accurate ownership and description information of parcels including parcel numbers, owner names, legal descriptions, mailing addresses, number of acres, school districts, and special purpose districts.

The *University of Wisconsin-Extension's* mission is to help the residents of Sheboygan County apply university research, knowledge, and resources to meet their educational needs wherever they live and work. The UW-Extension is the local source of information for the University of Wisconsin system. The professional staff are University educators (faculty and academic staff) jointly employed by Sheboygan County, the State of Wisconsin and the United States Department of Agriculture. The Department provides educational programming in four broad program areas: Agriculture and Natural Resources; Community, Natural Resource and Economic Development; 4-H Youth Development; and Family Living Education.

The mission of the *Veterans Service* Department is "To Serve Those Who Served." The office provides access to local, state and federal benefit programs designed specifically for former members of the U.S. Armed Forces, their qualified survivors and dependents. The Department's client base consists of over 7,000 veterans and their families from World War II, Korea, Vietnam, 1st Gulf War, Operation Enduring/Iraqi Freedom, Cold War, Peacetime, and the continuing Global War on Terrorism. In addition, the Veterans Service Department serves qualified survivors and dependents of disabled and/or deceased veterans.

State of the County

By Adam Payne, County Administrator

Sheboygan County has 850 employees working in 19 departments administering over 200 programs and services. The total budget is \$167 million, comprised of \$52 million in property tax levy and the balance coming from state and federal revenue, private pay, and fee or service charges. The four largest departments are Health and Human Services (\$41.2 million), Transportation (\$23.9 million), Sheriff (\$23.1 million), and Rocky Knoll Health Care Center (\$14.5 million) and amount to nearly 2/3rds of the entire County budget. The remaining departments include: Building Services, Clerk of Courts, Corporation Counsel, County Clerk, Court Commissioner, District Attorney, Finance, Human Resources, Information Technology, Medical Examiner, Planning and Conservation, Register of Deeds, Treasurer and Real Property Listing, University of Wisconsin-Extension, and Veterans Service.

Key Accomplishments and Milestones of 2021

COVID-19 Pandemic Response Continues—In the past year our county-wide vaccination levels have risen to 60%, with over 80% of those who are 55 years and older being fully vaccinated. Our Division of Public Health has provided nearly 10,000 vaccinations and has enhanced vaccine access through rural pop-up clinics, homebound vaccinations and offsite clinics to support communities who may experience barriers. Additionally, the County launched a community testing site at the Aging & Disability Resource Center that is in strong demand. Sheboygan County continues to work collaboratively with many community partners including hospital presidents, public health professionals, emergency responders, elected officials, and community stakeholders to drive a coordinated response to the pandemic.

Successful Ryder Cup Golf Tournament—Sheboygan County was in the spotlight as it hosted the Ryder Cup at Whistling Straits, an event that had upwards of 45,000 daily visitors, 27 hours of live worldwide broadcast coverage and an estimated \$135 million economic impact on the region. The Sheboygan County Memorial Airport with its new terminal and customs facility supported over 1,200 aircraft take-offs and landings. Airport staff and members of the Aviation Heritage Center welcomed visitors. Our Health and Human Services, Transportation, and Sheriff's Departments worked closely with Ryder Cup officials on security, traffic, food safety, and COVID-19 mitigation plans. Over 4,000 volunteers stepped forward to help and all involved contributed to a highly successful event.

Child Protection Services Out-of-Home Care Reduction—The volume of referrals into child protection due to child maltreatment has remained steady for over 20 years, but the number of children placed in out-of-home care grew to a high of 367 in early 2019. To address this growing challenge, the County Corporation Counsel and Health and Human Services Departments worked together to implement system changes, including: increased efforts to locate relatives, improved contracted in-home safety services, enhanced legal representation of child protection cases, and worked more closely with families to resolve problems instead of relying on the court system. These changes have resulted in an approximately 60% reduction of children placed in out-of-home care (from 367 to 148). A decrease of this magnitude is a testament to the dedication and innovation of staff who embraced change, leading to positive results.

Rocky Knoll Health Care Center Maintains Five-Star Rating—Despite the ongoing COVID-19 pandemic and staff shortages, Rocky Knoll earned a five-star rating from the Wisconsin Department of Health Services and Centers for Medicare and Medicaid Services for the fourth consecutive year. This rating reflects the dedication of our staff and commitment to quality. With the application of American Rescue Plan Act (ARPA) funding, Rocky Knoll and our Human Resources Department are striving to tackle the workforce shortage by offering higher wages, along with new recruitment and retention initiatives, including tuition reimbursement and student loan repayment programs.

Facility Enhancements—Resident room improvements are underway at the Rocky Knoll Health Care Center. Roads were repaved at the University of Wisconsin-Green Bay Sheboygan Campus, and the Bookworm Gardens’ footprint and lease were expanded. The Aging and Disability Resource Center was remodeled and will soon be co-located with Economic Support. Plans are underway for expanding the Sheriff’s Department Alternatives to Incarceration unit at the Detention Center, and for exterior restoration for the Taylor House at the Sheboygan County Historical Society Museum.

Highway 23 Expansion—The four-lane expansion of Highway 23 in Sheboygan County was completed, with the remainder of the project in Fond du Lac County to be constructed in the year ahead. This project was originally enumerated by the State over 30 years ago, and construction finally commenced in 2019. The project will significantly enhance safety and support economic development. In addition, the Planning & Conservation and Transportation Departments worked with the Wisconsin Department of Transportation to expand the Old Plank Road Trail. The 30-mile trail will now extend from the City of Sheboygan to the City of Fond du Lac.

New Educational Facility at Sheboygan County Marsh—Construction of the Kohler Center for Marsh Education project is nearly complete. One wing of the building houses the YMCA Outdoor Skills Center’s Marsh Education program, which services over 1,000 students annually. That wing will be available to rent when educational programming is not taking place. The other wing houses new bathrooms for the County’s campground. Structural support for the building comes from trees harvested from the property and the building is LEED (Leadership in Energy and Environmental Design) certified; a showcase of environmental sustainability.

Collaborative Approach for American Rescue Plan Act Funding—The American Rescue Plan Act (ARPA) was enacted on March 11, 2021. ARPA provides \$1.9 trillion nationally in funding, of which Wisconsin is eligible for \$2.5 billion and Sheboygan County is eligible for \$22.4 million. Sheboygan County established six taskforces seeking community engagement and input on the following priority areas of concern: Affordable Housing, Behavioral Health & Crisis Response, Broadband Development, Childcare, Transportation, and Workforce Development. The taskforces will submit a report and recommendations for the County Board’s consideration in early 2022. Counties have until December 31, 2024 to obligate the funds.

Replacement of Asphalt Plant Planned—The County’s Transportation Department maintains 450 miles of paved road and 152 bridges, which are vital to our quality of life and economic development. The County’s asphalt plant provides essential, cost-effective material for county and municipal roads. The current asphalt plant is 35 years old and needs to be replaced due to age and the inability to purchase parts. With the support of the 0.5% county sales tax, a new plant will be established that is more efficient, less reliant on virgin materials, and allows the County to continue to provide cost-effective road construction and maintenance.

Strong Fiscal Track Record Continues—Sheboygan County has an impressive fiscal track record, healthy reserves, an excellent bond rating, and provides quality services in a responsible manner. In November, the County Board enacted a 1.14% property tax levy increase. Over the last ten years, the average annual levy increase has been just 1.22%. The Finance Department submits the County’s Comprehensive Annual Financial Report to the Government Finance Officers’ Association (GFOA) for official review. The Finance Department has earned the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the last seven years; a testament to the County’s fiscal stewardship.

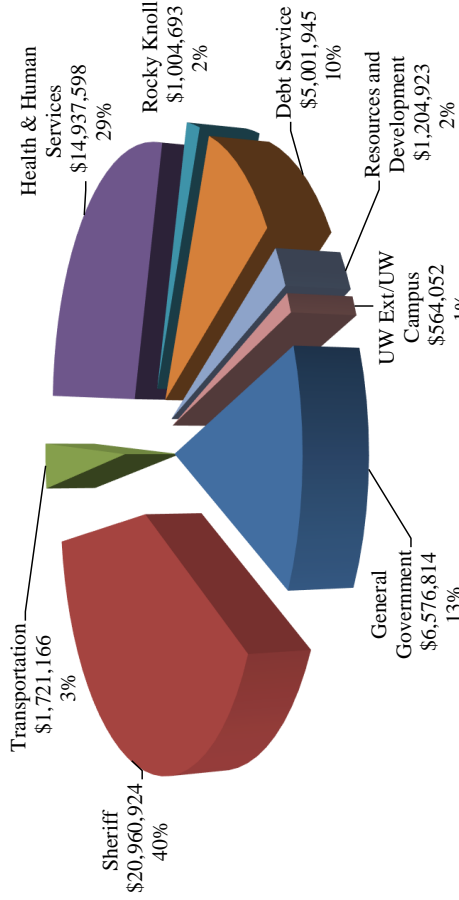
A thoughtful County Board, dedicated staff, and a community that works together are key to our success.

Adopted Budget Summary

Sheboygan County Budget Summary

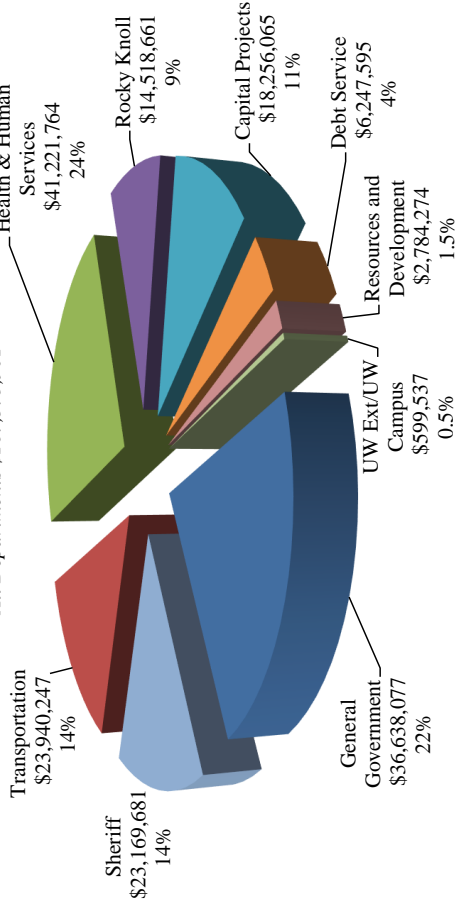
2022 Adopted Budget

Sheboygan County's Portion of the 2022 Adopted Property Tax Levy
All Departments \$51,972,115



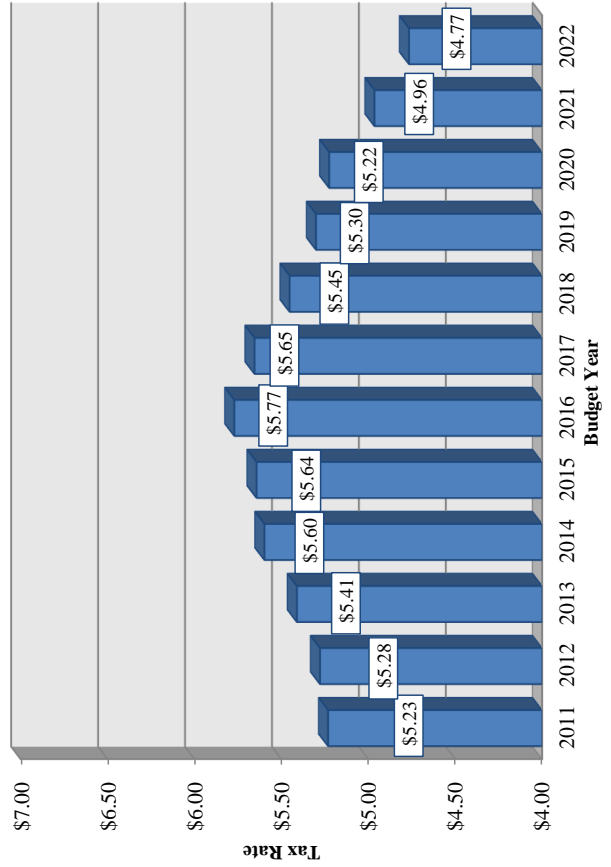
Sheboygan County's 2022 tax levy broken out by major categories. The Sheboygan County property tax levy increased \$585,430, or 1.14%, from 2021 to 2022.

Sheboygan County's 2022 Adopted Total Expenditures
All Departments \$167,375,901



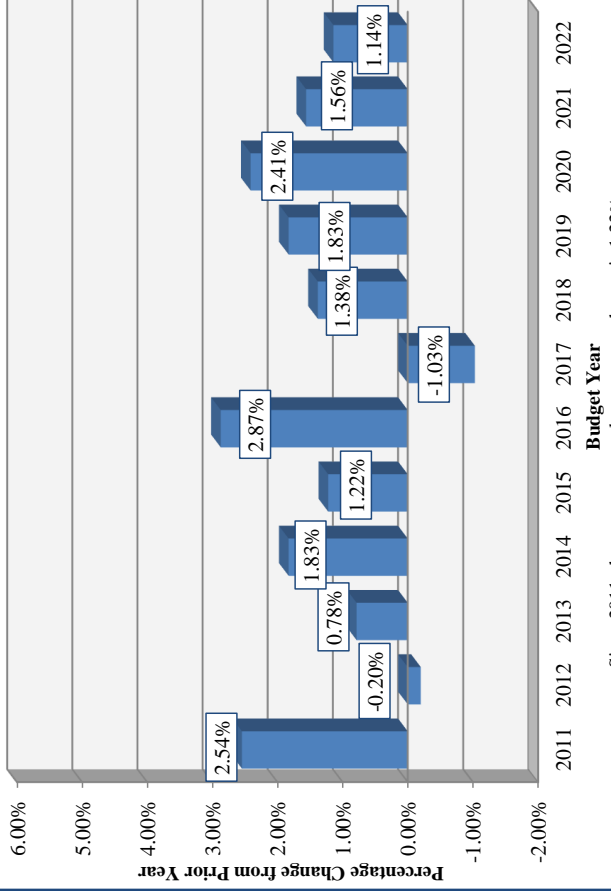
Sheboygan County's 2022 total expenses for major departments. The "General Government" category shown includes the budgeted expenditures for all departments not listed. Funding for total expenditures includes property tax levy, state and federal funding, fees for services, interest revenue, and other non-levy revenues.

Sheboygan County Adopted Tax Rates
per \$1,000 of equalized valuation



The tax rate decreased 19 cents from 2021 to 2022 which is a 4.01% decrease.

Sheboygan County Adopted Property Tax Levy Trend
% Change in County Share of Property Taxes



Since 2011, the average annual percentage change is 1.22%.

Sheboygan County Budget Summary 2022 Adopted Budget Q&A

Q: What is the total property tax levy for 2022 and is it increasing or decreasing?

A: \$52 million. The property tax levy is increasing by 1.14%, or \$585,430.

Q: What is the overall amount of the Sheboygan County budget?

A: \$167 million

Q: On average, how much does the tax levy increase annually?

A: Over the last ten years, the average annual increase of the property tax levy has been 1.22%.

Q: Is the tax rate increasing or decreasing and what does that mean for my property taxes?

A: The property tax rate is \$4.77, which is a decrease of 4.01%, or 19 cents, from 2021. On a \$100,000 home, property taxes will decrease \$19. This is the 6th consecutive year the property tax rate has gone down.

Q: If the tax rate is decreasing, is something being cut?

A: No, the 2022 budget preserves all core programs and services.

Q: Are there any special projects planned for the year ahead?

A: Yes. Below are a few examples of special projects planned for 2022:

- Investments in staffing and facility upgrades at Rocky Knoll Healthcare Center to continue our 5-star quality care.
- Enhancing child welfare and behavioral health services to meet referral demand and ensure caseload size is maintained at best practice levels for the County's direct care professionals.
- Maintaining and improving our transportation system which includes 450 miles of road.
- Expanding the Sheriff's Department Alternatives to Incarceration Unit.
- Co-locating Economic Support at the Aging & Disability Resource Center to better serve clients seeking services.
- Replacement of the County's asphalt plant. The new asphalt plant will utilize more recycled asphalt that will ultimately reduce our reliance on raw materials, fuel, and asphalt oil.
- Exterior restoration for the Taylor House at the Sheboygan County Museum. This capital project replaces all porch boards, some window sills and trim, some soffit and fascia and re-glazes some windows. All wood siding, windows and trim will be painted to preserve the natural beauty and historic appearance of the building.
- Recreational and environmental enhancements at both the Sheboygan County Marsh and Amsterdam Dunes. At the Sheboygan County Marsh, the new Kohler Center for Marsh Education building will be completed along with the landscaping and paving. At Amsterdam Dunes, a mitigation bank will be constructed and a design for the stream restoration project is to be completed.

Q: Over the years, has Sheboygan County Government gotten bigger or smaller?

A: In the early 2000s, Sheboygan County had 23 departments and approximately 1,300 employees. Today, the County has 19 departments and approximately 850 employees. This was achieved primarily by establishing priorities, consolidating and streamlining operations, and helps keep property taxes in check.

Q: Who is involved in developing the annual budget?

A: It is the statutory responsibility of the County Administrator to set the tone for budget development and set expectations for County departments. The County Board ultimately approves the annual budget after it has been reviewed by the Liaison Committee and Finance Committee. All committee meetings are open to the public and a public hearing is held during a County Board meeting in late October prior to the County Board finalizing the budget. Sheboygan County residents are welcome to attend and encouraged to engage in the budget development process.

Q: How do I know Sheboygan County is being fiscally responsible with my tax dollars?

A: Sheboygan County has a track record of maintaining healthy fiscal reserves and an excellent bond rating, which is a measurement of creditworthiness. This allows Sheboygan County to receive competitive bonding, or low interest rates, for capital improvements.

Additionally, an independent agency conducts a full financial audit of Sheboygan County every year. As a testament to the County's fiscal stewardship, in 2021 the Finance Department earned the Certificate of Achievement for Excellence in Financial Reporting presented by the Government Finance Officers Association for the eighth consecutive year.

Q: Where can I view more details about the budget?

A: <https://www.sheboygancounty.com/departments/departments-f-q/finance/reports>

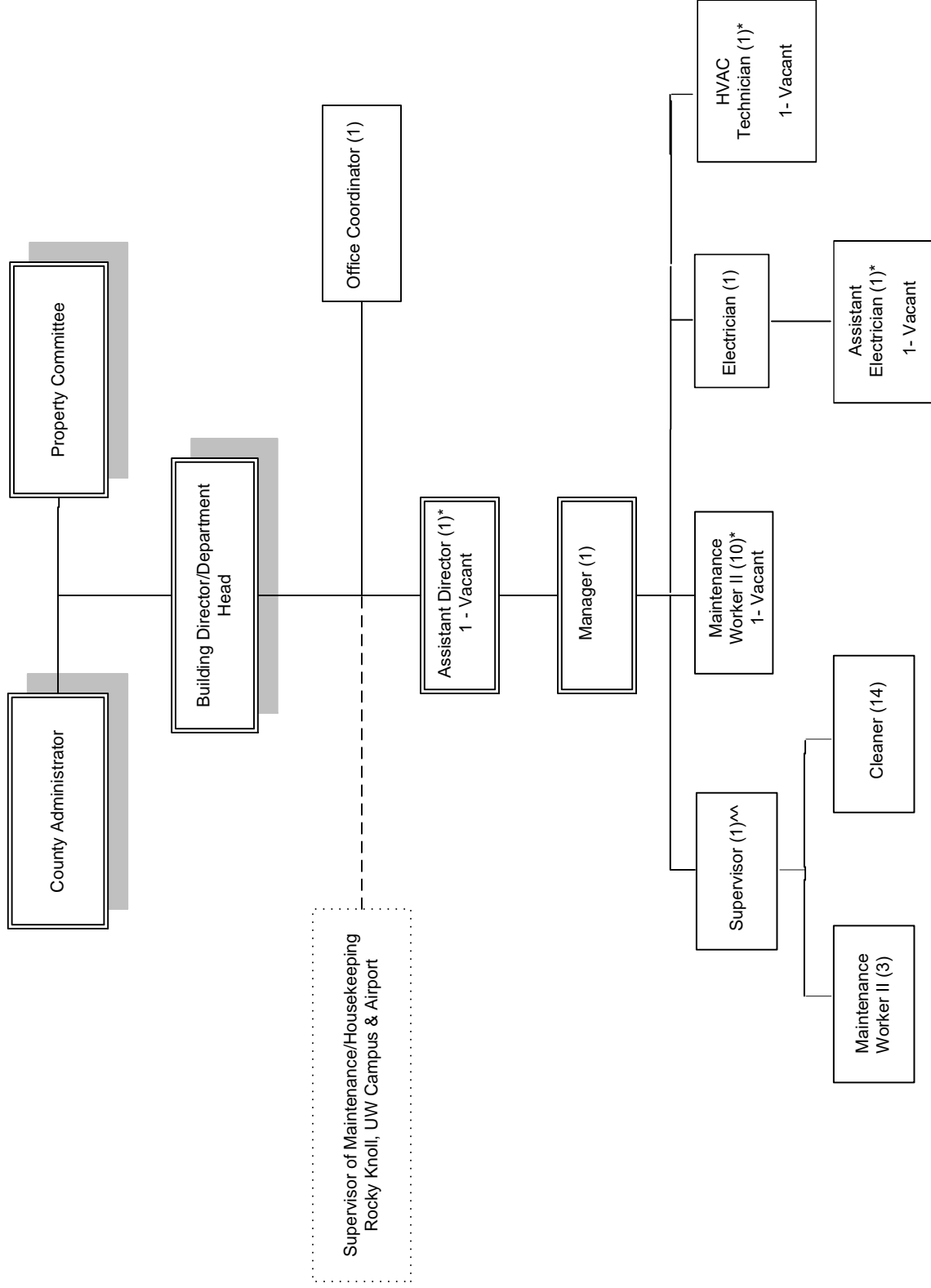
Q: Where can I learn more about Sheboygan County Government?

A: To learn more about Sheboygan County and your County Board Supervisor, please visit the County's website at www.sheboygancounty.com.

Additionally, you can access Sheboygan County State of the County and Department Annual Reports at <https://www.sheboygancounty.com/departments/county-administrator>.

Building Services

Sheboygan County Building Services Table of Organization



Special Notes

- Indirect Supervision
- *1 Maintenance Worker Works at Administration Building & Taylor Park
- * Vacant Position
- ^^Working Supervisor – 2nd shift



SHEBOYGAN COUNTY

James TeBeest
Building Services

February 15, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to present the Sheboygan County Building Services Department's 2021 Annual Report.

With guidance from the County Board's Property Committee and the diligence of Building Services staff, the Department continues to achieve a positive year-end budget variance while adjusting to the COVID-19 pandemic, honoring its core mission and delivering top-notch services.

Change continues to challenge Building Services. In 2021, the Department lost six full-time employees due to retirements and/or other, higher-paying employment opportunities. Building Services actively manages all building construction and renovation projects. Major project highlights in 2021 included:

- Completed updating finishes at the Aging & Disability Resource Center.
- Updated Rocky Knoll Health Care Center elevator door controls.
- Designed Alternatives to Incarceration addition aided by Sheriff's Department staff.
- Replaced the final of three Courthouse boilers.
- Replaced 588 sprinkler heads at the Detention Center.

I am extremely proud of Building Services staff and the work they do on behalf of residents and fellow employees of Sheboygan County.

Thank you for the continuing support and trust you place in us. We look forward to a successful 2022.

Respectfully submitted,

Jim TeBeest
Building Services

Mission Statement and Summary of Responsibilities

The Building Services Department strives to insure efficient and operationally effective facilities in which County government can provide for the needs of Sheboygan County residents.

- Operate and maintain physical plant equipment effectively.
- Provide access for the public to governmental offices.
- Maintain the cleanliness and appearance of County offices and service areas.
- Establish requirements for expansion, modernization or replacement of equipment and/or facilities to meet expanding needs.
- Evaluate, develop, and control capital projects related to systems modernization, equipment replacement, or new facility construction.
- Establish and control operational budgets for responsible areas and control budgets for major capital projects.

Building Services is responsible for the maintenance and cleaning of numerous buildings totaling 455,000 square feet in seven geographic areas of the County. Some of these buildings include the Administration Building, Aging & Disability Resource Center, Courthouse, Courthouse Annex, Detention Center, Health & Human Services Building, Law Enforcement Center, Historical Society Museum, and Taylor Park.

The Department has quasi-maintenance responsibilities at the University of Wisconsin Green Bay – Sheboygan Campus, Bookworm Gardens, the Veterans Memorial and Job Center totaling 212,000 square feet. Building Services is called upon in an advisory capacity and offers electrical assistance at all Transportation Department buildings, the Sheboygan County Memorial Airport, Rocky Knoll, radio towers, recreation trails and Broughton Sheboygan Marsh Park, and meal sites. Office spaces are leased to the Multi-Jurisdictional Enforcement Group and the Sheboygan County Economic Development Corporation.

The Department continues to provide clean and safe work environments along with training for its staff to reinforce and upgrade skills. The overall goals of the Department are to provide the employees and citizens of Sheboygan County with effective and attractive facilities to meet their needs at an efficient long-term cost.

Goals and Objectives Achieved in 2021

- Provided cleaning and sanitizing supplies to slow the spread of COVID-19.
- Coordinated repaving of University and Campus Drive and removal of tennis courts at the University of Wisconsin Green Bay – Sheboygan Campus.
- Completed Aging & Disability Resource Center carpet, ceiling and door replacement and painting.
- Designed bid plans for Detention Center addition for Alternative to Incarceration (ATI) for 2022 construction.
- Upgraded Rocky Knoll elevator door controls (4) and motors (2).
- Replaced Courthouse third and final boiler.
- Replaced Child Support and Building Services fan coils (19).

- Replaced 588 sprinkler heads which failed the 10-year test at the Detention Center.
- Upgraded the Courthouse elevator interior.
- Bid Courthouse 4th Floor inmate hallway for 2022 construction.
- Restored Health & Human Services Building South roofs.
- Added gas heater to the Detention Center Sally Port.
- Updated Courthouse defibrillators (4).
- Crack filled Courthouse and Law Enforcement parking lots.
- Replaced carpeting in Treasurer’s Department office spaces.
- Replaced heating coil in Law Enforcement Center air handler unit #7.
- Replaced commercial clothes dryer in the Law Enforcement Center jail.
- Replaced Aging & Disability Resource Center zero-turn mower.
- Replaced Court Commissioner wallpaper.
- Added door to office 126 in the Aging & Disability Resource Center.
- Replaced damaged flag pole at the Detention Center.
- Replaced Squad garage overhead door.
- Replaced drive assembly on Detention Center air handler unit #6.
- Added water meter bypass at Health & Human Services Building per City Water Utility.
- Replaced Courthouse front vestibule doors (2).
- Assisted Airport with connecting temporary control tower for the Ryder Cup and National Association for Stock Car Auto Racing (NASCAR) events.
- Added flashing to Aging & Disability Resource Center roof top air conditioning unit.
- Paved gaps in Aging & Disability Resource Center parking lot where trees were removed.
- Planted new trees (4) at Taylor Park.
- Updated Courthouse ground floor restroom ceilings and paint.
- Re-roofed Museum stair exit structure.
- Removed dead trees near Veterans Memorial and Taylor House.
- Cleaned Sheriff’s Department items from Law Enforcement Mechanical Penthouse.
- Completed 90% of all work orders within two days of request.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$3,556,129 ¹	\$3,547,042	-\$9,087
Expenses	\$3,655,354 ²	\$3,265,017 ³	+\$390,337 ⁴

¹ Tax Levy Revenue \$2,932,768

² Amended including \$104,113 carryover from 2020

³ Contingency funds used \$46,873

⁴ Includes carryover into 2022 of \$195,901

The Building Services Department approved budget for 2022 is \$3,739,753 with a property tax levy of \$3,078,076.

Issues and Challenges Ahead

A large part of Department responsibilities includes equipment replacement. The County expanded into many buildings during the 1990's. Now, these same buildings require increasing repairs and equipment replacements. The biggest challenge facing the Department is replacing aging equipment before failures occur that adversely affect County operations and the public.

Retirements increase as staff ages and knowledge loss affects the Department's productivity; finding and training suitable replacements is quite challenging. In 2022, the Department will prepare for the Electrician's anticipated retirement by adding another licensed electrician position. This will provide time for training and ability to share knowledge of power and low voltage systems throughout the County. Additionally, Building Services will look to recruit a Heating, Ventilation, and Air Conditioning (HVAC) technician as an increased focus will center on energy conservation in 2022.

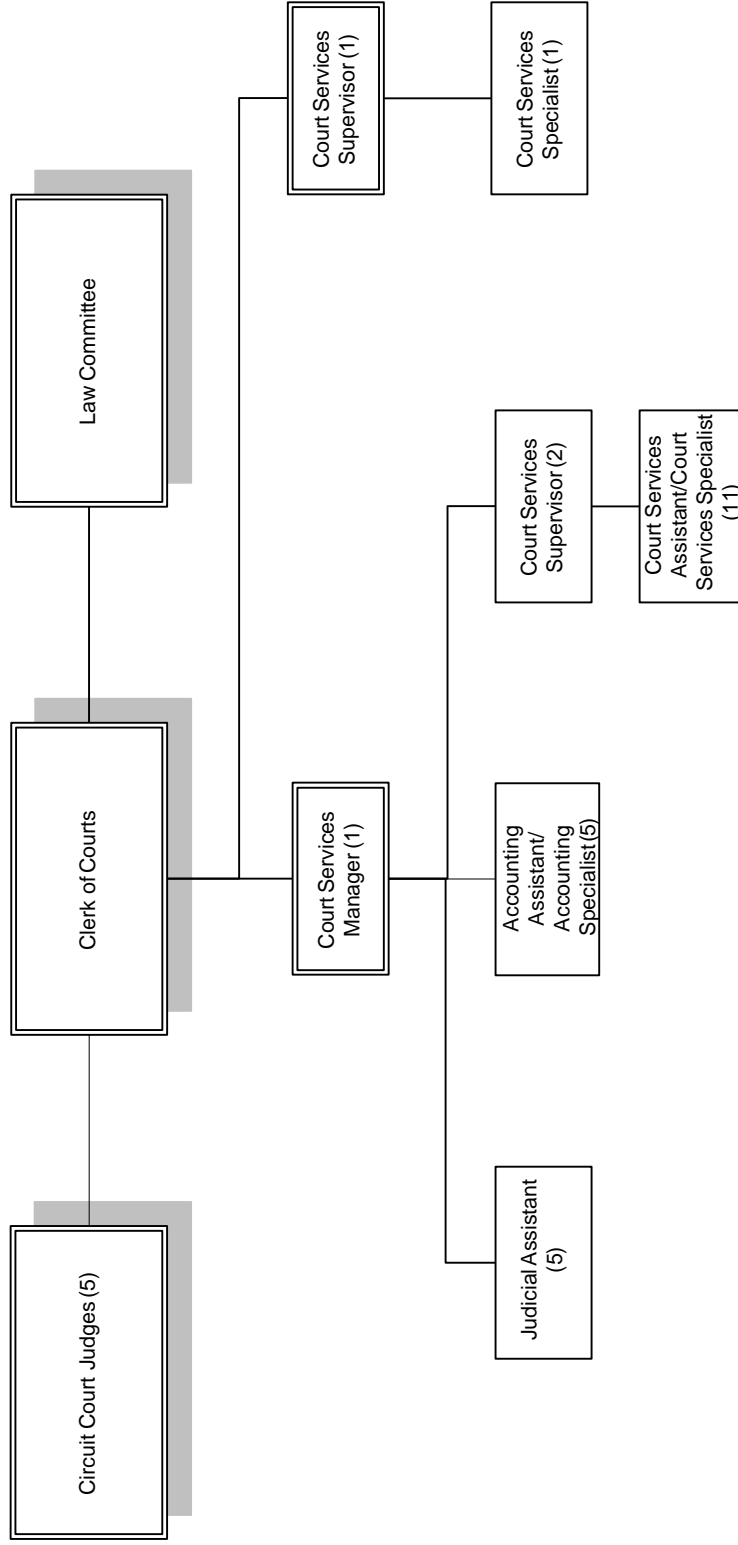
The Department also needs to prepare for the Director's eventual retirement, and there are no engineers on staff. Filling the Senior Building Services Manager (Assistant Director) vacant position one year before the Director retires will provide time for training and ability to share knowledge of buildings and project management duties.

Goals and Objectives for 2022

- Garner fiscal approval and implement one or more air quality improvement filtration systems.
- Construct Detention Center Alternatives to Incarceration addition.
- Replace Detention Center day rooms carpet with epoxy flooring.
- Upgrade Courthouse inmate elevator machine.
- Replace University of Wisconsin Green Bay – Sheboygan Campus Science Building roof.
- Replace Rocky Knoll's "C" building shingle roof.
- Add digital controls to 55 radiators in the Health & Human Services Building.
- Repair and repaint the Taylor House exterior and porches.
- Construct Courthouse 4th Floor secure hallway.
- Construct three offices and relocate Economic Support to the Aging & Disability Resource Center from the Job Center.
- Construct three offices and a conference room in the Health & Human Services Building.
- Replace Health & Human Services Building generator.
- Replace carpet in the District Attorney and Victim Witness spaces.
- Purchase and outfit van for Assistant Electrician.
- Replace carpet in the Planning and Conservation Department spaces.
- Enclose Law Enforcement Center boiler in a fire rated room.
- Replace 14 doors in the Aging & Disability Resource Center.
- Enclose evidence area in Law Enforcement Center garage.
- Replace Taylor Park zero-turn mower.
- Replace carpet in Administration Building Conference Room 302.
- Replace carpet in County Clerk's spaces.
- Replace two flag poles at the Aging & Disability Resource Center.

Clerk of Courts

Sheboygan County Clerk of Courts Table of Organization





SHEBOYGAN COUNTY

Melody Lorge
Clerk of Courts

February 11, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

The Clerk of Courts Department was challenged in 2021 to continue providing timely and efficient services. The overall case load increased due to the number of cases filed and was managed by a reduced number of staff due to four retirements. We are fortunate to have dedicated, trained staff who continue to persevere. I am so proud of my team for the way they collaborated during this challenging time.

I also appreciate the support of the County Administrator, Human Resources Director, and County Board to increase our number of judicial assistants from three to five.

In 2021, ordinance and traffic cases saw an increase of 605 citations for a total case load of 6,078. Felonies decreased by 61 cases, criminal traffic matters decreased by 77 cases, misdemeanors decreased by 195 cases for a total criminal case load of 2,033 cases. In total, we received filings of 12,186 cases – a net increase of 625 over 2020. We processed 24 appeals and filed 93 liens and transcripts of judgment. Jury trials resumed in 2021 after being suspended during 2020 as a precaution of the COVID-19 pandemic, resulting in an increased expense of \$25,349 for 2021.

The Clerk of Courts had a \$171,233 increase of the \$810,566 budgeted in collections of fines, forfeitures, and filing fees due to our daily collection efforts, Department of Revenue, State Debt Collection, and bond forfeitures. Of the total dollars we collected, \$2,177,103 was forwarded to the State and \$57,518 was distributed to municipalities within the County. The County was credited with \$1,166,943 which is a significant increase of \$201,874 in county-retained revenue.

I look forward to meeting the challenges that continue to result from the County's and State's budgets while still fulfilling our responsibilities. As a department, we will continue to look for more ways to improve efficiency and reduce costs. I also look forward to continuing the partnership with the County Administrator, the County Board of Supervisors, and most specifically the Law Committee, in order to provide the resources our department needs to carry out our responsibilities for the courts and the community.

Respectfully submitted,

Melody Lorge
Clerk of Circuit Courts

Mission Statement and Summary of Responsibilities

To effectively and efficiently facilitate the administration of justice.

The Clerk of Circuit Courts is a public official elected every four years, whose basic duties are enumerated in Sections 59.40 and 753.30 of the Wisconsin Statutes; myriad other responsibilities are scattered throughout the Statutes. The Clerk is the administrator of the Clerk of Circuit Courts and carries the responsibility of budgeting and administering trial court resources, developing effective policies and procedures, and maintaining competent staff.

Statutes require the Clerk of Circuit Courts to maintain a record of all documents filed with the courts, schedule all matters in court, keep a record of all court proceedings and collect the various filing fees, court costs, assessments, surcharges, fines and forfeitures ordered by the court or specified by statute through all means provided for by statute.

The Clerk also provides support personnel for each of the five Circuit Courts, as well as for the Court Commissioner and all outside judges who hear cases in Sheboygan County. The staff is responsible for scheduling court appearances, taking minutes in the courtroom and preparing all notices, judgments of conviction, jail and prison papers, driver's license suspensions, juvenile placement orders and all other documentation and orders as required by statute. The Clerk is also responsible for filing and maintaining the judgment and lien docket, as well as preparing reports to many other agencies of determinations made in the courts.

Jury management is another function of the Clerk of Circuit Courts. The Clerk is responsible for qualifying, selecting, and notifying potential jurors for service to the five Circuit Courts. Annually, in excess of 5,000 questionnaires are mailed to county residents, and from the responses four different jury pools are created for each of the thirteen four-week terms of service.

Goals and Objectives Achieved in 2021

- During the budget development process, a court services assistant position was removed and a fourth judicial assistant was added to our Department. A fifth judicial assistant was also approved using American Rescue Plan Act funding for 2022. This change will allow the judicial assistants to provide the judges with one-on-one support, allowing for more effective communication, and help to catch up and move the cases through the court system more seamlessly.
- Due to four retirements in 2021, we continue to re-organize the office as a wealth of knowledge has left in the last several years. We are still training new employees and current staff learning new positions.
- The Clerk of Courts website was reviewed and revised. The jury summons letter was amended to include a link to view the jury orientation video. We hope this will encourage jurors to view the video in preparation to be a potential juror.

- In 2021, we received \$164,553 from the State Debt Collection, a system we implemented to collect unpaid accounts receivables. This was a significant increase from 2020 in which we received \$19,600. Use of this service will increase our collections going forward.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$2,781,353	\$2,956,251	\$174,898
Expenses	\$2,817,360	\$2,688,609	\$128,751

In 2021, our revenues increased by \$174,898 from the budgeted amounts, the majority due to State Debt Collection, bond forfeitures, and our daily collection efforts. We continue to face the challenge that our greatest expenditures, excluding personnel expenses, are for professional services which are out of our control. The cost in 2021 to provide interpreters, psychologists, court appointed counsel and guardian's ad litem in criminal, juvenile, chapter 51's and family matters was \$757,456. This is a slight decrease of \$6,534 from our 2020 expense. Due to the COVID-19 precaution of suspending jury trials in 2020 and resuming of jury trials in 2021, our jury expense saw an increase of over \$25,000 from the prior year.

Once again it was our state mandated expenses that hindered us the most. Our expenditures were more than \$90,000 over our budget. It is the increase of revenue that helped us, an increase of \$171,233, above our budgeted collections revenue of \$810,556. The combination of the two areas resulted in \$303,649 positive change to the fund balance. The significant positive change was also due to vacancies throughout the year from retirements and resignations and a cost savings of \$200,000 in wage and benefit expenses.

The 2022 budget of \$2,814,910 includes tax levy of \$1,323,106 and contains an increase in collections revenue. With the increased property tax levy awarded to us and use of State Debt Collection, we feel we are positioned to succeed in meeting our budget target this year.

Issues and Challenges Ahead

Our foremost concern in 2022 is staff recruitment and training. Since 2014, we have had eighteen retirements. These long-term employees retired with an average of 30 years of service. We are challenged to offer competitive wages in today's job market. The job training and responsibilities are very complex, demanding, and are the key to the function of the courts. There is a large learning curve and the time it takes to train new personnel has placed a strain on existing staff.

The number of pro se (self-represented) litigants continues to increase, creating more of a demand on the Clerk of Courts Department for assistance in procuring forms, answering procedural questions, and guiding court users through the process of litigation. Each self-represented litigant requires more staff resources than ever before, yet this is occurring at a time when we continue to operate with less staff.

Meeting our budget will continue to be a source of concern; however, I believe we are positioned to succeed.

Goals and Objectives for 2022

- Find ways to increase collections of our unpaid accounts.
- Achieve more efficiency by implementing additional cross training within the Department.
- Strive for good customer service, and continue to look for ways to improve our services.
- Train the new fourth and fifth judicial assistants, and relocate all judicial assistants into each of the judge's chambers.
- Assess the cost versus benefit of adding two judicial assistants, and use of American Rescue Plan Act (ARPA) funds.
- Review and restructure all job responsibilities within the Clerk of Courts Department as a result of the new Table of Organization change increasing the number of judicial assistants.
- Review and update our Clerk of Courts website as needed.

With these goals in mind, 2022 will be a challenging but rewarding year.

2020 - 2021 STATISTICAL REVIEW

NEW CASES FILED WITH THE CLERK OF CIRCUIT COURTS OFFICE

CASE TYPE	2020	2021	Increase	Decrease
Felony	974	913		61
Misdemeanor	893	698		195
Ordinance	479	608	129	
Criminal Traffic	345	422	77	
Traffic	4,994	5,470	476	
Civil	470	513	43	
Small Claims	1,765	1,815	50	
Family	437	512	75	
Paternity	106	131	25	
Juvenile	352	318		34
Adoption	38	41	3	
CLERK OF COURTS CASELOAD	10,853	11,441	588	
Probate	223	280	57	
Wills Filed	248	150		98
Guardianship	72	82	10	
Mental Commitments	165	233	68	
REGISTER IN PROBATE CASELOAD	708	745	37	
TOTAL CASES FILED	11,561	12,186	625	

JURY TRIAL STATISTICS

	2020	2021	Increase	Decrease
JURY TRIALS	13	30	17	
JURY TRIAL DAYS	31	65	34	
PER DIEM, MEALS, MILEAGE	\$22,956.16	\$48,305.29	\$25,349.13	

**FINES, FEES, SURCHARGES & ASSESSMENTS COLLECTED
COUNTY/CITY/MUNICIPALITIES/STATE DISTRIBUTION**

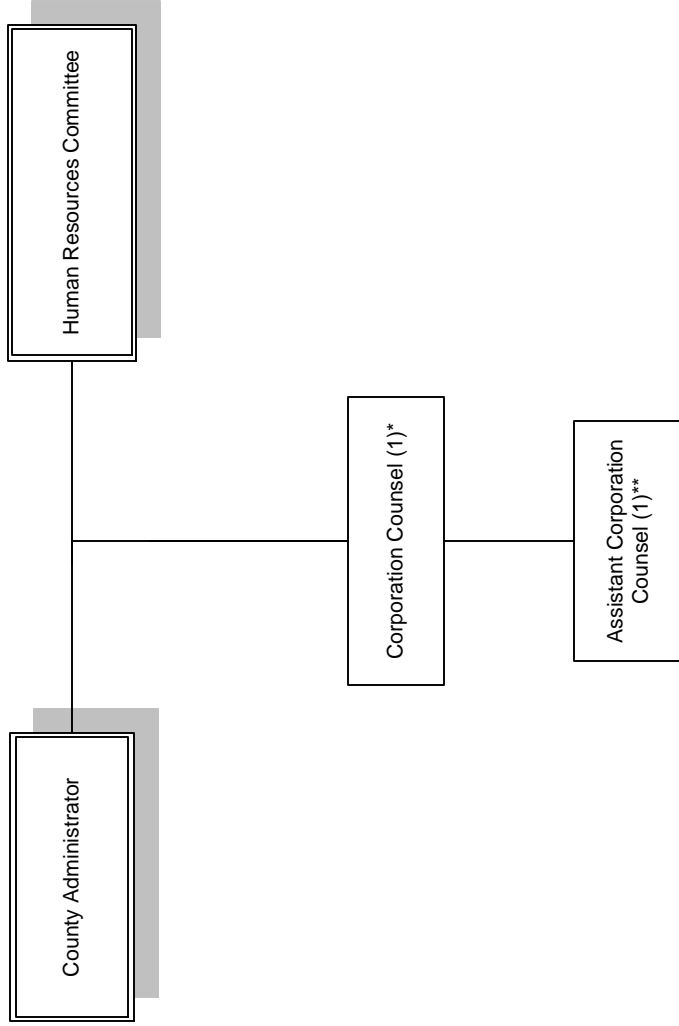
	2020	2021	Increase	Decrease
COUNTY OF SHEBOYGAN	\$965,068.68	\$1,166,943.56	\$201,874.88	
CITY OF SHEBOYGAN	\$33,491.64	\$44,559.29	\$11,067.65	
OTHER MUNICIPALITIES	\$7,607.65	\$12,949.38	\$5,341.73	
STATE OF WISCONSIN	\$1,762,476.70	\$2,177,103.46	\$414,626.76	
TOTAL DISTRIBUTED	\$2,768,644.67	\$3,401,555.69	\$632,911.02	

2020- 2021 FINANCIAL COMPARISON

RECEIPTS	2020	2021	Increase	Decrease
BAIL, FINES, FEES, TRUST, PROBATE	\$4,932,336.34	\$5,817,447.24	\$885,110.90	
ACCOUNTS RECEIVABLE	2020	2021	Increase	Decrease
FINES AND FORFEITURES	\$11,811,727.13	\$12,069,677.60	\$257,950.47	

Corporation Counsel

Sheboygan County Corporation Counsel Table of Organization



Special Notes

*The Corporation Counsel is a non-employee independent contractor.

**The Assistant Corporation Counsel is a County Employee.

**The Assistant Corporation Counsel is on the Corporation Counsel's formal Table of Organization but primarily functions within the Child Support Agency & Health & Human Services.



HOPP NEUMANN HUMKE^{LLP}

February 14, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

Please find enclosed the 2021 Annual Report of the Sheboygan County Corporation Counsel.

Wis. Stat. § 59.42(3) offers counties considerable flexibility in how they handle their civil legal needs, including the option to contract for services with private counsel. Sheboygan County has taken advantage of this flexibility and has had legal counsel provided through a contract with Alex Hopp and his law firm since 1955. As a member of Alex Hopp's successor law firm, I am privileged to have been designated to act as lead attorney in providing legal services to Sheboygan County. In 2020, the County Administrator and County Board expanded the role of Corporation Counsel to include termination of parental rights (TPR) and children in need of protective services (CHIPS) matters, and we have hired an associate attorney, Kelly L. Del Ponte, to exclusively respond to this demand.

I have completed my second year as lead Corporation Counsel. I am grateful for the cooperation and assistance of the other members of my firm – Attorneys Michael J. Bauer, J. Phil Mueller, Paul Dirkse, Herb Humke III, Oliver Bauer, and Kelly L. Del Ponte and our principal staff person Dianne Hohenstern – in serving as Corporation Counsel. Dianne retired as of December 29, 2021 and Diamond Braeger has taken over as the principal staff person providing Corporation Counsel services.

We look forward to continuing to work for the benefit of the citizens of Sheboygan County, the County Administrator, and the County Board in 2022 and beyond.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'Crystal H. Fieber'.

Crystal H. Fieber
Corporation Counsel

www.hopplaw.com

Michael J. Bauer • J. Phil Mueller • Herbert C. Humke • Paul A. Dirkse • Crystal H. Fieber • Oliver M. Bauer • Kelly L. Del Ponte
OF COUNSEL Carl K. Buesing RETIRED Roland M. Neumann • William W. Moir III
Alexander Hopp, 1955-1999 • H.C. Humke, 1963-2009

2124 Kohler Memorial Drive | Suite 310 | Sheboygan, WI 53081 | PH 920-457-8400 | FX 920-457-8411

Mission Statement and Summary of Responsibilities

As the civil legal advisor for the County Board and its Committees, the County Administrator and the Departments, the mission of the Corporation Counsel is to provide policy-makers and administrators with counsel of the highest caliber with integrity, respect, courtesy, and adherence to professional ethics.

The responsibility of the Corporation Counsel is set forth in Wis. Stat. § 59.42 and Chapter 42 of the Code of General Ordinances of Sheboygan County. The responsibility is to provide all civil legal services that the County may require on any matter that is not covered by County insurance. The categories of such services include:

- Advise, counsel, and represent the County Board, Committees, Boards, commissions, officers, County Administrator, and Department Heads, and where appropriate, other County employees and agents.
- Prepare and review Resolutions, Ordinances, directives, and other legal documents, providing direction regarding completeness and correctness.
- Attend all County Board meetings and Committee Meetings as requested, and serve as parliamentarian, providing interpretation and explanation of County Board rules.
- Interpret the powers and duties of the Board, County officers, and Committees.
- Function as liaison between the judicial, legislative, and administrative branches of County government.
- Draft and approve contracts and leases executed by the County and review construction bids, contracts, and bonds.
- Prosecute and defend civil actions not covered by County insurance and in which the County is a party in interest.
- Provide representation before the Equal Rights Division, the Equal Employment Opportunities Commission, and other state and federal agencies as directed by the County Board.
- Meet periodically with the Human Resources Committee to review pending claims and litigation and summarize legal services provided since the previous reporting period.
- Review policies and procedures of the County to ensure compliance with federal, state, and County directives.
- Assist the County Treasurer in preparing, instituting, and completing annual litigation for *in rem*. foreclosure of tax liens.
- Represent the County's interest in Wis. Stat. ch. 51, 54, 55, and 980 matters.
- Represent the public in termination of parental rights (TPR), children in need of protection or services (CHIPS), and guardianship matters.

Goals and Objectives Achieved in 2021

In 2021, we made progress with the following goals:

- Further streamlined TPR, CHIPS, and guardianship matters. We had a successful second year working in the child welfare area with the Health and Human Services Department. A summary of 2021 accomplishments follows.
 - Presented Top 10 Tips for courtroom preparedness at an all staff meeting, and provided 1:1 preparation as permanency cases are filed.
 - Resolved 58 cases.
 - Scheduled 22 contested cases.
- Health Insurance Portability and Accountability Act (HIPAA) Business Associate forms for consistency. HIPAA, and related amendments, requires that any vendors or outside entities that receive personal health information from Sheboygan County enter into Business Associate agreements. I have created a template business associate form to provide consistency across the multiple county departments who are required to enter into such agreement.
- Update public records fee schedule. The public records fee schedule was last updated in 2018. The fee schedule should reflect the current costs to the County in responding to public record requests. In working with the Information Technology (IT) Director, we have updated the schedule to reflect current county costs for responding to public records requests.
- Update Sheboygan County Agenda and Minutes Manual. This manual was drafted in 2008 through a joint effort between the County Clerk's Department and Corporation Counsel. The manual provides guidance on how to prepare a meeting agenda and minutes reflecting committee actions. It also strives to create uniformity in agendas and minutes throughout all departments. Again, through a collaborative effort with the County Clerk's Department, we updated the manual to reflect best practices and changes in procedure related to agendas and minutes.
- Finalize social media policy. With the rise in social media use, not only with County departments but also among elected officials, Corporation Counsel plans to create a policy to guide social media use, and educate on the interplay between public records laws and social media postings. After reviewing the County's existing social media policy, which was created in 2012, and in consultation with the County IT Director and County Administrator, we determined the County would be best suited with the creation of a new social media policy that better aligns with how the County's use of social media has developed. This goal remains in progress.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$501,196	\$476,074	-\$25,122
Expenses	\$501,196	\$479,145	\$22,051

Corporation Counsel was budgeted to spend \$501,196, \$233,438 of which was tax levy. At year end, we had a negative balance of \$3,071. The 2022 adopted budget is \$495,495 and the property tax levy total is \$246,051.

Issues and Challenges Ahead

While Corporation Counsel staffing is consistent, we will look to fill a legal assistant vacancy in 2022. Additionally, we are anticipating the retirement of a long-time staff member in the next few years. With the current labor market and rising costs, our firm has re-evaluated staff wages and awarded increases to remain competitive during the recruitment process. We are also experiencing rising costs as a result of inflation.

Goals and Objectives for 2022

In 2022, I will continue to assist the County Administrator in fulfilling the goals established by the Executive Committee. In addition to the general legal services our firm provides, I also plan to work on the following:

- Create a white paper for distribution to our state legislators regarding public records requests and the need for statutory changes to reflect the transition from paper records to electronic records and the ability to recover costs for responding to records electronically.
- Develop a training tool for use by the Human Resources Department at employee orientation summarizing public records and retention requirements.
- Offer a training session on agendas and minutes to recording secretaries, department heads, and other staff as determined by management.
- Assist with hiring of a new County Administrator. With the long-standing County Administrator's planned departure from the position, he has asked that Corporation Counsel assist with the hiring and transition process, as directed by the Executive Committee.

County Clerk

Sheboygan County County Clerk Table of Organization

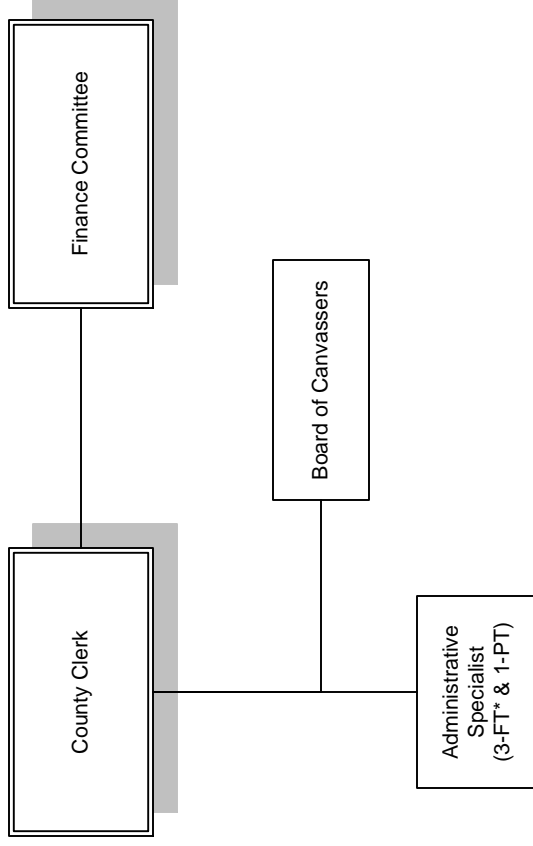


Table of Organization positions currently vacant and not budgeted for 2021

- 1 – FT Administrative Specialist
- 1 – PT – Administrative Specialist



SHEBOYGAN COUNTY

Jon G. Dolson
County Clerk

February 18, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

Enclosed for your review is the 2021 annual report for the County Clerk's Department.

Customer service remains a top priority in our department. The County Clerk's Department is often someone's first point of contact for County services and we want their first impression of the County to be a great one.

We continue to deliver services based on community needs as well as statutory responsibilities. We, along with municipal clerks and election inspectors, invariably improve our skills in the administration of elections. As marriage and passport applicants continue to ebb and flow as the core of our customer counter, the work ethic and combined knowledge and experience of our department allowed us to continue to meet or exceed customer expectations.

Unfortunately, many wedding and travel plans were postponed over the past two years due to the pandemic, which reduced the amount of revenue we received. Fortunately, marriage applicant numbers for 2021 were almost 15% higher than 2020, and are slowly returning back to pre-pandemic numbers. Additionally, January 2022 saw the highest number of marriage licenses, for that month, in the last 5 years.

I look forward to another year of serving Sheboygan County.

Respectfully Submitted,

Jon G. Dolson
County Clerk

Mission Statement and Summary of Responsibilities

To go beyond the services required by the statutes in order to serve the public and other units of government in the most courteous, efficient, and cost-effective manner possible.

- Act as the secretary for the County Board
- Administer County elections
- Process marriage license and domestic partnership applications
- Conduct passport acceptance agency services
- Administer dog licensing program
- Compile and distribute annual County Board proceedings
- Maintain a state, county and municipal official's directory
- Administer the County-owned Taylor Park pavilion reservations
- Maintenance of a myriad of records such as medical examiner's dockets, historical school records, highway relocation maps, veteran's grave sites, tax exempt properties, and farmland preservation.

Goals and Objectives Achieved in 2021

- Election Administration – Countywide coordination and implementation of Albert Network Monitoring System equipment and continual goal to expedite the election results posting to the County website.
- Marriage License Applications - Continuation of strong customer service.
- Passport Applications - Continuation of strong customer service.
- Dog License Administration - Continuation of streamlining process and accounting practices of dog license system.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$386,538	\$358,027	-\$28,511
Expenses	\$386,538	\$384,842	\$1,696

The 2021 department budget of \$386,538 realized a negative variance at year's end of \$26,815. The 2022 department budget is \$374,052 with a property tax levy of \$223,252.

The following table shows the fees collected for the past three years. 2021 revenue was affected as a result of the COVID-19 pandemic.

		2019	2020	2021
Marriage Licenses	Licenses Issued / Date Waivers Granted	601 / 68	498 / 45	564 / 70
	Total Fees Collected	\$52,780	\$43,455	\$49,700
	County's Share of Revenue	\$25,735	\$21,045	\$24,320
	Family Court Commissioner Fees	\$12,020	\$ 9,960	\$11,280
Domestic Partnerships <i>(no longer issuing per state law)</i>	Licenses Issued or terminated / Waivers Granted	1 / 0	0 / 0	0 / 0
	Total Fees Collected	\$85	\$0	\$0
	County's Share of Revenue	\$60	\$0	\$0
Passport Applications	Number of Applications Processed	1,028	542	556
	Total Fees Collected	\$35,980	\$18,900	\$19,460
Passport Photos	Number of Photos Taken	1,265	685	741
	Total Fees Collected	\$11,927	\$6,445	\$7,025
Dog Licenses	Licenses Issued	9,245	8,599	8,448
	Total Fees Collected	\$46,459	\$42,626	\$42,525

Issues and Challenges Ahead

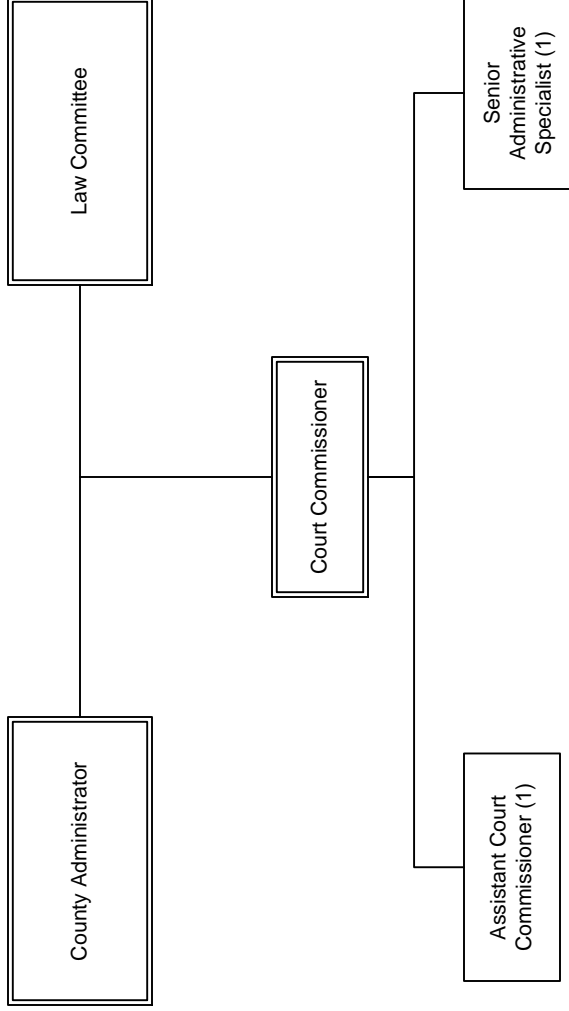
Our primary concern is recouping lost revenue from marriage and passport applicants, as many wedding and travel plans were postponed in 2022. Wedding venues are now busier than ever and foreign countries are slowly opening back up for tourism. Additionally, time will be spent on continuing education for municipal election inspectors on administering elections as the legislature and elections commission continue to make changes in election law.

Goals and Objectives for 2022

- Evaluate dog licensing program and opportunities for improvement.
- Implementation of accepting credit/debit cards.
- Municipalities utilization of Wisconsin Elections Commission's electronic poll book.
- Implementation of customer service survey.
- Assist with orientation of newly elected County Board Supervisors.

Court Commissioner

Sheboygan County Court Commissioner Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Ryan O'Rourke
Court Commissioner

January 25, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to present the 2021 Annual Report from the Court Commissioner's Department.

Each county is authorized to appoint Court Commissioners under Supreme Court Rule 75.02 and Sections 757.68 and 757.69 of the Wisconsin Statutes. Court Commissioners are attorneys with at least three years of experience who are appointed by the local circuit court judges for the purpose of carrying out certain delegated duties to assist the judges.

Our Department has a large caseload comprised of small claims, criminal, divorce, paternity, juvenile, mental commitments, protective placements, guardianship, traffic, ordinance, and domestic abuse and harassment injunction cases. Most of the cases we handle involve families in crisis. We strive to offer the best service to people navigating the court process, while still being mindful of our ethical duty to remain impartial and unbiased. Providing litigants with efficient and fair access to the court system, while still maintaining procedural integrity, is a core value of our Department.

This Department is proud to play a vital role in the Sheboygan County Court system. We are also proud to provide the important services we do while consistently meeting all budget targets. We look forward to continuing in 2022.

Respectfully Submitted,

Ryan O'Rourke
Court Commissioner

Mission Statement and Summary of Responsibilities

The Court Commissioner's Department aids the Sheboygan County Circuit Court and, thereby, the citizens of Sheboygan County by making the dispute-resolution system more efficient. Cases referred by the Circuit Court are to be dealt with quickly and fairly, whether through contested hearings or cooperatively through mediation.

The primary responsibility of the Court Commissioner's Department is to assist in the administration of the court system. This is usually done in one of three ways. The first is to conduct preliminary matters in certain court proceedings. These include temporary order hearings in divorces; probable cause hearings in mental commitments; and bail hearings and/or initial appearances in criminal, traffic, small claims, ordinance, paternity, and juvenile court cases. In addition to preliminary matters, this department helps the circuit courts by rendering final decisions in stipulated divorces, domestic abuse and harassment injunction hearings, and most small claims cases. The third manner in which the Department helps the courts is through mediation. Small claims disputes and child custody disputes are mediated through this department before they go to trial. If litigants are able to resolve matters through mediation, the time and expense of a trial will be avoided by litigants and the courts. In addition, the Court Commissioner is on call 24 hours a day to authorize search warrants in criminal investigations. The Assistant Court Commissioner also serves the courts by researching complex legal issues and advising the judges regarding how the law should be applied in particular situations.

Goals and Objectives Achieved in 2021

The Department's caseload was significantly higher than 2020. The work completed includes the following:

- 288 Paternity Pre-Trial Conferences or Initial Appearances.
- 150 Temporary Order Hearings in divorce and paternity cases.
- 148 Injunction Hearings.
- 77 Mental Commitment, Guardianship and/or Protective Placement Probable Cause Hearings.
- 215 Stipulated Divorce Hearings.
- 88 Weddings.
- 159 Family Court Mediation Referrals.
 - 39 reached mediation agreements.
 - 50 terminated due to impasse.
 - 24 terminated for failure to attend or continue in mediation.
 - 26 unnecessary due to stipulation filed with court, withdrawal of request, or finding that mediation is inappropriate because of history of domestic violence.
- 226 Remember the Children/Children in Between program participants.
- Initial Appearances/Bail Hearings in criminal cases were held on every business day that was not a County or State holiday.
- Initial Appearances were held in traffic and ordinance cases every Wednesday.
- Numerous search warrants were issued in criminal investigations.
- Numerous research projects assigned by Circuit Court judges.

Additionally, the Court Commissioner’s Department launched a new parental education program titled Children in Between for parties going through a custody or placement dispute. The class is online and available in English and Spanish, allowing us to serve a broader population.

We have modified our procedures for small claims litigation and mediation, streamlining the process through the use of available technology, and reducing the use of the physical courtroom. This makes it easier to schedule other matters in a timely fashion.

Finally, the courtroom wallpaper was replaced due to its poor condition. The physical appearance of the courtroom is greatly improved.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$345,365	\$344,451	-\$914
Expenses	\$345,365	\$344,980	\$385

In 2021, the total budget was \$345,365, and the property tax levy was \$294,687. During the budget planning process for 2022, we learned our department needed to absorb a significant amount of uncollected revenue that was not accounted for in prior years. This resulted in an unplanned expense of \$13,221 for 2021 and we ended the year over budget by \$529. Without this unplanned expense, the Department would have been \$12,692 under budget.

The overall Department budget for 2022 is \$349,295, with \$304,295 in property tax levy.

Issues and Challenges Ahead

Our Department’s primary concern for 2022 continues to be meeting budget goals. We will do all we can to find ways to control spending. However, most of our operating expenses are comprised of employee-related costs (76%) and interdepartmental charges (13%). The majority of our remaining costs are programs mandated by State law, such as mediation and parenting education in divorce cases. It will be difficult to cut any significant costs, without eliminating positions. The Court Commissioner’s Department is required by law to conduct certain hearings within specific time limits. If staffing were reduced, the ability to meet those statutory requirements, as well as to meet the needs of the public, would be severely compromised.

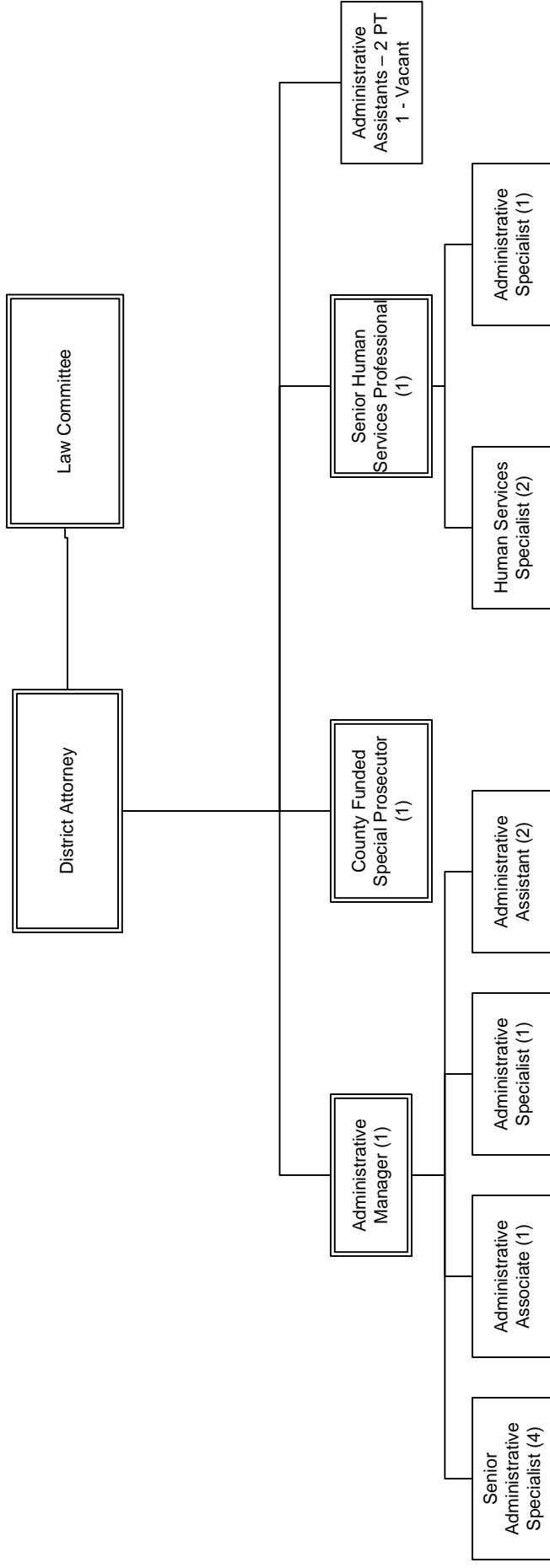
Goals and Objectives for 2022

In 2022, the Department will continue to assist the Sheboygan County Circuit Courts by completing all assigned tasks. More specific goals include the following:

- Operate within budget parameters.
- Overhaul standard forms and orders to match recent changes to Wisconsin family law.
- Continue to utilize available technology to find improvements for general court operations and the quality of court proceedings during the pandemic.

District Attorney

Sheboygan County District Attorney Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Joel Urmanski
District Attorney

February 18, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

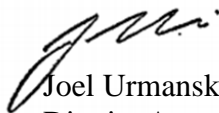
The District Attorney's Department continued to be challenged by staff changes and a shortage of prosecutors in 2021. Five prosecutors left the County to pursue their careers elsewhere, a significant number for a Department of nine full-time positions and one part-time prosecutor. Many district attorney departments throughout the State are currently seeking attorneys, and as a result, our Department has experienced several openings since 2017, often with extended periods where positions have been unfilled. These attorney changes and shortages make continuity difficult, and decreased the number of referrals we were able to review. In turn, this affected the number of cases issued.

Additionally, we also saw two administrative staff members and one victim/witness professional leave for opportunities elsewhere. Some of these departures resulted in unfilled positions for a number of weeks. Each also brought requirements to train new employees to join the team.

On a positive note, we were able to achieve many successes in 2021. We underwent a significant shift in the structure of our administrative staff, and found the changes very successful. We also changed processes to become a paperless office, which brought great efficiency and some cost savings. We are happy to have a pro bono special prosecutor and limited term employees serving as prosecutors. The special prosecutor and one of the limited term prosecutors are helping address the backlog of referrals. We hope to resolve much, if not all, of the backlog and to get to staffing and training levels to the point where we more quickly address referrals.

Looking forward, we are hoping to fill our open attorney positions, and to maintain attorney staff. We will have a new prosecutor join us at the end of March. We are also continuing to look for and implement efficiencies. In 2022, we will transition to a digital means of sharing paper discovery with defense attorneys, and are attempting to streamline other processes. Our work on bringing batterer's treatment for domestic violence cases is also continuing with a realistic hope that a program can be implemented in the near future.

Respectfully Submitted,


Joel Urmanski
District Attorney

Mission Statement and Summary of Responsibilities

The mission of the District Attorney's Department is to prosecute all crimes occurring within the County on behalf of the State of Wisconsin. In addition, the Department is charged with prosecuting all non-criminal traffic and ordinance citations issued in the County by the Wisconsin State Patrol, Sheboygan County Sheriff's Department and Department of Natural Resources. Finally, the Department is charged with prosecuting juvenile delinquencies, truancy and juvenile ordinance violations.

In fulfilling this mission, the District Attorney's Department has the following responsibilities:

- Efficient, ethical, lawful and timely prosecution of all cases.
- Compliance with all evidentiary and procedural mandates created by statute, the United States Constitution and Wisconsin Constitution.
- Recognition of, and compliance with, the "Rights of Victims and Witnesses of Crime" Act.
- Assisting all law enforcement agencies in the County in legal advice and training as well as providing investigative tools such as wire "taps" and/or "traces," warrants for tracking devices, search warrants, subpoenas for records, and electronic service provider warrants and subpoenas.
- Establish a close working relationship with the eight (8) law enforcement agencies that serve Sheboygan County.

Goals and Objectives Achieved in 2021

The Department prosecuted the following number and types of cases in 2020 and 2021:

	<u>2020</u>	<u>2021</u>
Felony [potential prison]	944	891
Misdemeanor [potential jail]	884	686
Criminal Traffic Only Without Other Criminal Charges [potential jail]	338	415
TOTAL CRIMINAL CASES	2,166	1,992
Non-Criminal, Traffic & Ordinance (including juvenile ordinances)	1,057	1,034
Total Juvenile Delinquency Cases	176	110
Total Civil Asset Forfeitures	10	5
TOTAL NON-CRIMINAL CASES	1,243	1,149

TOTAL 2021 CASES	3,409	3,141

- The Department received 3,945 referrals from law enforcement and related agencies. These referrals included 7,018 referred charges. The number of referrals is a decrease of 931 referrals from 2020.
- Our overall criminal caseload in 2021 decreased from 2020 by 174 cases. This reflects a decrease of 53 felony cases and 198 misdemeanor cases. Unfortunately, we saw an

increase of 77 criminal traffic-only cases. A lack of prosecutors, especially in the last quarter of the year impacted these numbers as prosecutors were unable to review certain matters referred to the Department.

- The Department received a total of 470 referrals from law enforcement for criminal acts of domestic abuse. Of these referrals, we issued 283 cases that included at least one charge that was identified as an act of domestic abuse. The number of issued cases reflects a decrease of 148 cases from 2020. It should be noted that there are 89 referrals still under review for possible charges.
- Compared to 2020, last year’s caseload resulted in a decrease of 66 juvenile delinquency cases.
- The Department identified a total of 2,273 victims and 11,605 witnesses in cases. While victims receive initial contact letters from our staff, many victims do not wish to receive on-going services. In total, the Victim/Witness staff served 1,111 victims.
- The Department issued, with judicial approval, 343 search warrants in 2021, which is a decrease of 72 warrants from 2020. This is the first decrease in search warrants since 2017. In addition, our Department issued 138 electronic service provider warrants or subpoenas or other subpoenas for records, such as records from phone companies, and social media companies. This is a decrease of 33 from 2020.
- The Check Fraud Diversion Program returned \$4,909.69 to victims, a decrease of \$3,379.97 from 2020. The Program generated \$825 as revenue for the County from the program’s administrative diversion fee, a decrease of \$895 from 2020.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$1,026,443	\$1,040,495	\$14,052
Expenses	\$1,031,549	\$977,999	\$53,550

Out of our \$1,031,549 budget with a property tax levy of \$803,372, we experienced an overall positive variance of approximately \$67,602 for 2021. The majority of this was due to lower wages from turnover as well as favorable health and dental benefit choices. Our approved budget for 2022 is \$1,039,764 with a property tax levy of \$835,964.

Issues and Challenges Ahead

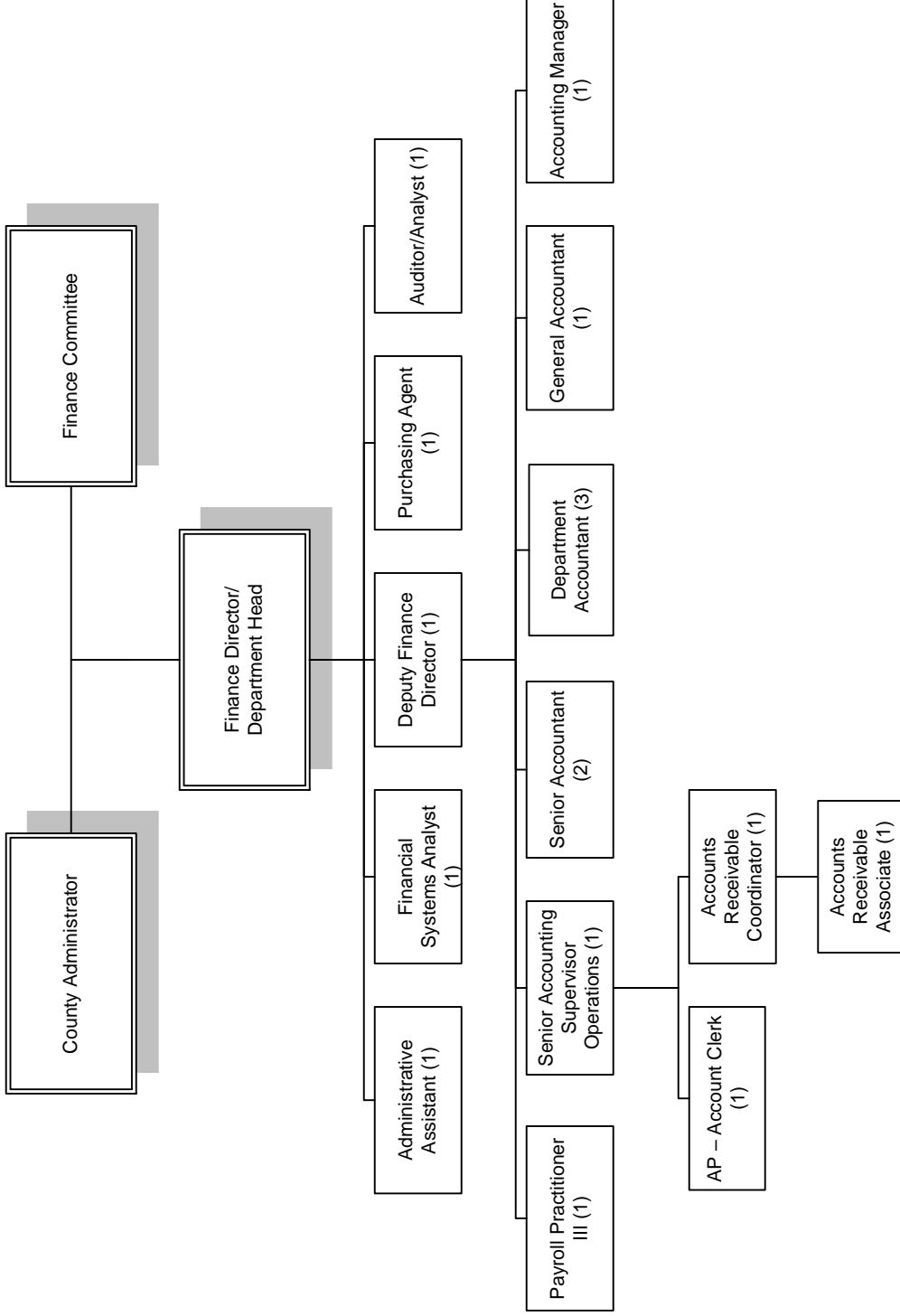
A primary objective will be to seek and maintain consistency within the Department. This will come first and foremost by filling our open prosecutor positions and hopefully maintaining current prosecutors. We are not alone in seeking prosecutors to fill open positions, but have seemingly had open prosecutor positions for many months and been continually training new prosecutors. Changes in court scheduling practices will hopefully help us retain attorney staff.

Goals and Objectives for 2022

- We will effectuate change in our courts' current scheduling practices. Internally, we have made many changes to try and bring relief to prosecutors, but have found that system change is needed. I have communicated with the supervising attorney in the State Public Defender's Office in Sheboygan County and we have reached out to the Judges with suggestions to improve our County's court scheduling practices. It appears that some changes are on the way with more discussion to follow.
- We will continue bringing training opportunities into the Department for our prosecutors and staff. These sessions will include trainers and presenters from outside and inside Sheboygan County. The trainings will include self-care for our staff.
- We will continue moving forward with an initiative to bring domestic abuse treatment to defendants and thereby improve outcomes for victims and children in domestic abuse cases. A team of professionals has identified a treatment option and is currently looking at funding opportunities.
- We intend to reach out to local retailers to discuss our Worthless Check Program to see if we can help local retailers collect monies from worthless checks issued to their businesses.
- Hopefully, full staffing will increase stability and consistency, allowing us the opportunity to get back to more regular communication with our partners, including probation and parole and Health and Human Services.
- We will continue looking at ways to increase our efficiency in the Department. Digital sharing of paper discovery and more efficient ways of handling ordinance offenses are already in the works for the coming year.

Finance

Sheboygan County Finance Table of Organization





SHEBOYGAN COUNTY

Wendy A. Charnon
Finance Director

Jeremy J. Fetterer
Deputy Finance Director

WISCONSIN

February 18, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to share the progress made by the Finance Department during 2021 in the Annual Report for the Finance Department.

In 2021, the Department embarked on the implementation process for the new financial software that will replace JD Edwards. Teams have been formed, and are learning and redesigning processes to bring more efficiencies and controls for the County's financial transactions. This is a multi-year project, and will integrate with other systems within the County.

The Finance Department effectively manages the daily operations of the County's financial transactions and annual reporting requirements of the Consolidated Annual Financial Report. This audited financial report is a required distribution not only to our County Board and constituents, but also to the State and Federal grant agencies. For the *eighth* consecutive year, the Finance Team earned the Certificate of Achievement for Excellence in Financial Reporting presented by the Government Finance Officers Association.

The Finance Department strives to be a collaborative partner with the Departments to help achieve their goals and the goals of Sheboygan County. We look forward to the opportunity to assist the Sheboygan County Board and the County Administrator in meeting the financial and operational challenges ahead.

Respectfully submitted,

Wendy A. Charnon
Finance Director

Mission Statement and Summary of Responsibilities

The mission of the Finance Department is to effectively and efficiently safeguard and account for the County's financial resources and to provide financial services in support of all County departments.

The Finance Department is responsible for all County financial operations, including budgeting, internal and external financial reporting, accounts payable, accounts receivable, payroll, fixed assets, internal auditing, debt management, cash management, investments, internal controls, collections, financial forecasting, and financial policies and procedures. The Finance Department has the leadership role in the development and maintenance of JD Edwards (JDE) accounting and payroll software that is utilized by all County departments.

Goals and Objectives Achieved in 2021

- The 2020 Comprehensive Annual Financial Report was published and submitted to required agencies. The Comprehensive Annual Financial Report was also submitted for review with the Government Finance Officers Associations (GFOA) which resulted in a Certificate of Achievement for Excellence in Financial Reporting.
- Successful completion of the Tax Rule 16 report and the Form A Financial Report to the Wisconsin Department of Revenue.
- Successful completion of the 2022 budget development process including the County Appropriations and County Levy Limit worksheets to the Department of Revenue by the required deadlines. The resulting tax levy increase for 2022 is \$585,430 or 1.14%.
- Initiated the implementation of Tyler Munis, the County's new financial system. Workplans and teams have been formed and power user trainings started. Meetings with key personnel have also started to begin the process redesign stages of the project. This is a multi-year project.
- The Deputy Finance Director and Senior Auditor/Analyst successfully participated and contributed to the development of the 2022 Budget.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$1,831,577	\$1,812,856	(\$18,721) Negative
Expenditures	\$1,831,577	\$1,743,886	\$87,691 Positive
Result	\$0	\$68,970	\$68,970 Positive

The Finance Department tax levy support for 2021 was \$1,155,913. Total budget was \$1,831,577. The positive \$68,970 performance is the direct result of vacant positions throughout the 2021 fiscal

year. The Finance Department levy support will increase to \$1,207,174 in 2022. The total Finance Department budget for 2022 is \$1,875,528.

Issues and Challenges Ahead

The biggest challenge faced by the Finance Department is the age of the Financial Software JD Edwards. We have made a final selection to replace JD Edwards with Tyler Munis. Data conversions, process redesigns, and system import designs have been evaluated and programming started.

The Finance Department, Information Technology Department, and Human Resource Department provide services to all other County departments. In order to meet these service needs and accomplish the extensive work involved with an implementation of a County-wide financial software, the Finance Department will need to carefully establish the time lines involved with this project. It is important to understand that the implementation of the software will be a multi-year effort by all departments involved.

Additionally, the recent American Rescue Plan Act (ARPA) has brought many needed resources to the County. These resources must follow new U.S. Treasury guidelines for use and reporting. The Federal Funding Reporting Requirements and Compliance guidelines are continuously updated and changing. The Finance Department will work diligently to adhere to use guidelines and reporting requirements.

Goals and Objectives for 2022

- Complete and publish the 2021 Comprehensive Annual Financial Report no later than June 30th.
- Complete and submit the Tax Rule 16 Report and the Department of Revenue Report SLF-Form A by the required deadlines.
- Complete and submit the County Appropriations and County Levy Limit Worksheet to the State of Wisconsin by the required deadlines.
- Continue working with Departments to define and develop the business processes for the Tyler Munis implementation.
- Continue training of County personnel on the features of the new financial system and the reengineered processes.
- Cross train the bonding process to senior staff in the Finance Department.

Health and Human Services

Sheboygan County Health and Human Services

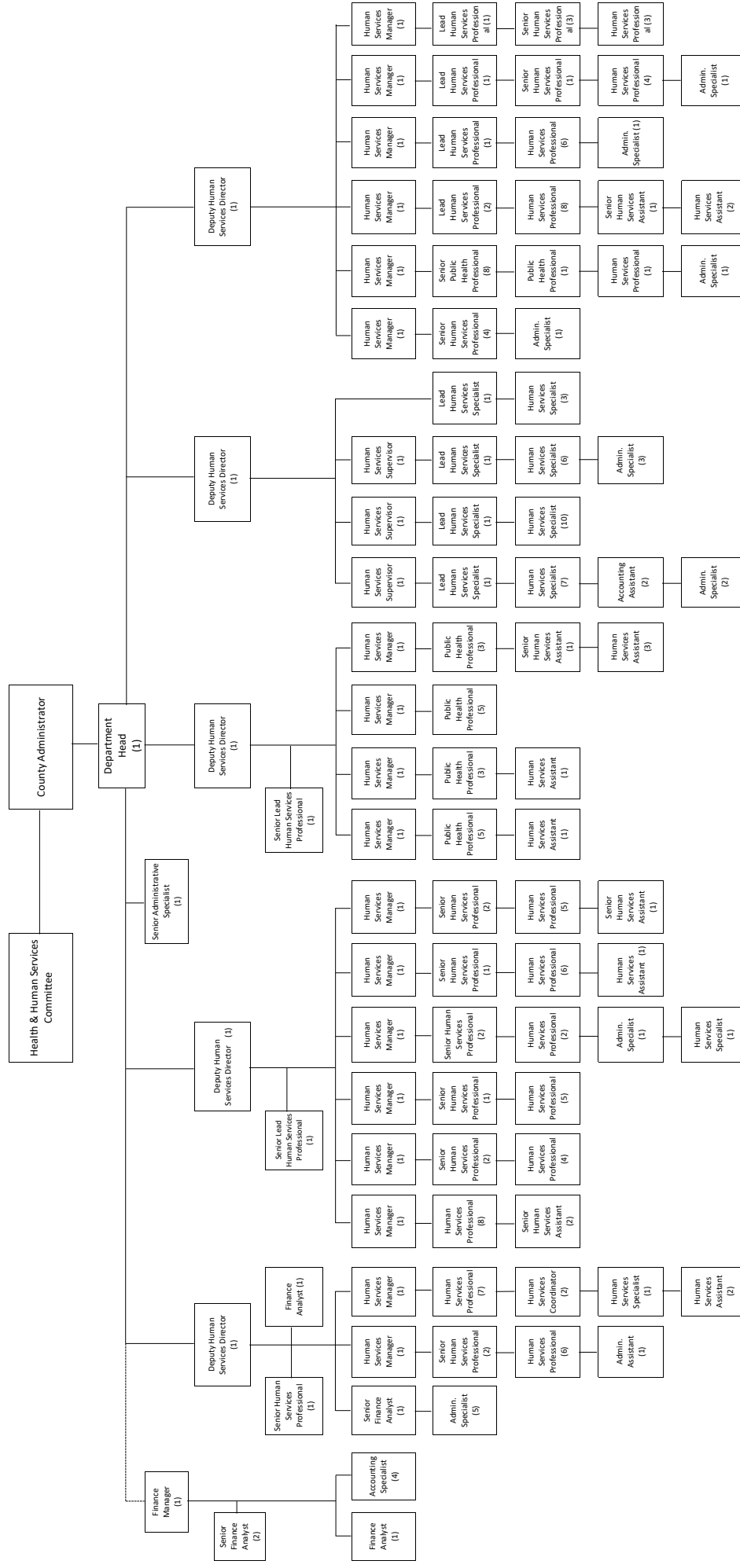


Table of Organization Positions currently vacant and not budgeted for 2021 (20)

- Accounting Specialist - 1 position
- Administrative Specialist - 1 position
- Finance Analyst - 1 position
- Human Services Assistant - 1 position
- Human Services Manager - 1 position
- Human Services Professional - 7 positions
- Human Services Specialist - 2 positions
- Human Services Supervisor - 1 position
- Lead Human Services Professional - 1 position
- Lead Public Health Professional - 1 position
- Public Health Professional - 1 position
- Senior Human Services Professional - 1 position
- Senior Public Health Professional - 1 position



SHEBOYGAN COUNTY

Matt Strittmater
Health & Human Services

February 18, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to present the Health and Human Services Department's 2021 annual report.

The COVID-19 pandemic continued to significantly impact operations of the Health & Human Services Department in 2021. While we hoped to return to more normal operations during this year, the variant fueled resurgence of the pandemic prevented that from occurring.

I continue to be amazed at the resilient nature of the Health & Human Services workforce. They again rose to the challenge in so many ways: (1) Public Health continued providing robust pandemic support and mitigation strategies; (2) Behavioral Health continued expansion of our most intense wrap around services for children and adults; (3) Child Protective Services out-of-home placements were reduced by 32% through intense efforts to shift practice, ongoing Organizational Effectiveness process improvement action, and tremendous collaboration with Corporation Counsel; (4) Aging & Disability Resource Center (ADRC) staff engaged the community in an assessment of changes desired in our Senior Nutrition Program; and (5) Economic Support and Child Support continued to positively impact the community by connecting thousands of residents with millions of dollars of financial support and services.

2022 will provide continued challenges and opportunities. While we once again expect to devote significant resources to pandemic response, we will also: (1) Complete implementation of a new Electronic Health Record system; (2) Continue to increase the number of individuals served in our most intense Behavioral Health programs; (3) Continue work to further reduce out-of-home care within Behavioral Health and Child Protective Services; and (4) Begin work on the 2023-2025 Health & Human Services strategic plan.

The accomplishments listed within are the direct result of dedicated and talented Department staff, and would not be possible without your support. Thank you to the Health and Human Services Committee, the County Board, and Administrator Payne for your continued support of our services. Thank you as well to the Department's exceptional partners and staff for their continuing contributions, leadership, and support. Our successes would not be possible without all of you.

Respectfully Submitted,

Matt Strittmater
Health & Human Services Director

Mission Statement and Summary of Responsibilities

Partnering with the residents of Sheboygan County to improve health and quality of life through education, building community connections, and empowering all to be their best selves.

The Sheboygan County Health and Human Services Department is the County's comprehensive health and human service planning and delivery agency organized under Chapter 46 of the Wisconsin Statutes. It provides information and assistance to a diverse consumer base, including individuals facing economic crises, health risks, challenges to child, youth and family wellness, life changes associated with aging, and other needs.

Goals and Objectives Achieved in 2021

- Public Health provided robust COVID-19 pandemic mitigation and support to the community. Activity highlights included: (1) Education; (2) Outreach to communities of color; (3) Disease investigation and contact tracing with nearly 11,000 confirmed positive cases; (4) Providing support to 123 businesses, schools, and other organizations through facility-wide investigations; (5) Provision of community testing at the Aging & Disability Resource Center; and (6) Administering nearly 10,000 doses of vaccine via hosting 108 clinics with a focus on communities facing barriers to vaccination (churches, libraries, rural grocery stores, fire departments, low-income housing units, jails, long term care facilities, and community events).
- Public Health assisted with a successful Ryder Cup with COVID-19 pandemic mitigation strategy input and on-site food service inspections and training.
- A larger number of children and adults were served in the two most intensive wrap-around programs offered by the Department. Comprehensive Community Services (CCS) was serving 168 individuals in January of 2021, and was serving 196 (17% increase) by year end. Children's Long-Term Support (CLTS) was serving 138 children in January of 2021, and was serving 186 (35% increase) by year end. These programs are for individuals with high levels of need, and robust state funding makes expansion feasible.
- The number of children in the Child Protective System placed in out of home care was reduced by 32% in 2021. The total number was reduced from 217 in January down to 148 by year end. An outcome of this magnitude was achieved by changes in practice, adding staff to lower caseloads, increased Corporation Counsel legal hours, and enhanced in-home safety support services that include observation after-hours into the evening and on weekends, as well as providing support for families that are transitioning to having their children returned to their care.
- Community stakeholders were engaged to assess the future of the Senior Nutrition Program. Based on input, the number of congregate meal sites will be decreased and some new restaurant-based alternatives will be implemented once pandemic activity has decreased.
- Significant staff time and energy was spent working on steps related to implementing a new Electronic Health Record system. Notable progress was made despite 88% turnover of accounting staff in 2021.

- Behavioral Health and Child & Family Services staff began offering a new group service to help prevent human trafficking of female youth.
- Behavioral Health decreased the number of individuals sent to Trempealeau Health Care Center for institutional level of care. This occurred through a shift in practice, utilization of local alternatives, and initiation of new Supported Apartment services through the Comprehensive Community Services program.
- Effectively operated with approximately 70% of Department staff authorized to work at least some portion of their time remotely.
- Celebrated five years of our journey to understand and address the ways in which trauma affects our staff and the populations served by the Department.
- Initiated a new peer support system that staff can draw upon when needing additional support stemming from personal and/or professional pressures.
- Youth Justice selected to participate in a National Institute of Justice Pilot project to determine how protective factors can lower youth recidivism risk.
- Collected and distributed over \$13.1 Million in Child Support payments.
- Provided over \$36.2 Million (69% increase over 2020) in total annual Food Share benefits to an average of 13,421 Sheboygan County recipients each month.
- Distributed just over \$1.1 Million in Women, Infant and Children (WIC) supplemental nutrition program benefits that were utilized in local grocery stores and pharmacies, and \$17,922 at farmer's markets.

Budget

The Health & Human Services 2021 budget was set at \$39,107,270 for the start of the year and later amended to \$41,241,284 to allow for adjustments to state and federal grant awards that were unknown during the budget development. The 2021 budget reflects an increase of \$2,194,626 as compared to 2020. Levy contributions account for \$14,398,127 which is an increase of \$506,062 over the prior year. The Department is projecting a \$1,651,780 positive variance for the year. The drivers of positive variance included: (1) Robust state and federal COVID-19 funding; (2) Staff attrition; (3) Reduction in vendor expense due to staffing challenges and pandemic dynamics; and (4) Reduction in the overall cost of child welfare out-of-home care placements.

	2021 Approved Budget	2021 Amended Budget	2021 Results (Preliminary)	Variance
Revenues	\$39,107,270	\$41,141,284	\$41,644,831	\$ 503,547 Positive
Expenses	\$39,107,270	\$41,241,284	\$40,093,051	\$1,148,233 Positive
Result				\$1,651,780 Positive

The Department's 2022 budget is set at \$40,882,734; levy contributions increased from the 2021 budget to \$14,612,218. Although the tax levy increased, overall, the 2022 budget reflects a \$296,030 decrease from the 2021 budget.

Issues and Challenges Ahead

Public Health will continue to spend significant time and energy related to the COVID-19 pandemic. Although we hope the pandemic will come to an end during 2022, we expect to provide continued mitigation efforts via community outreach, community education, vaccination clinics, testing, disease investigation, and contact tracing. We anticipate the service system continuum of the Department will slowly transition back to pre-pandemic delivery status.

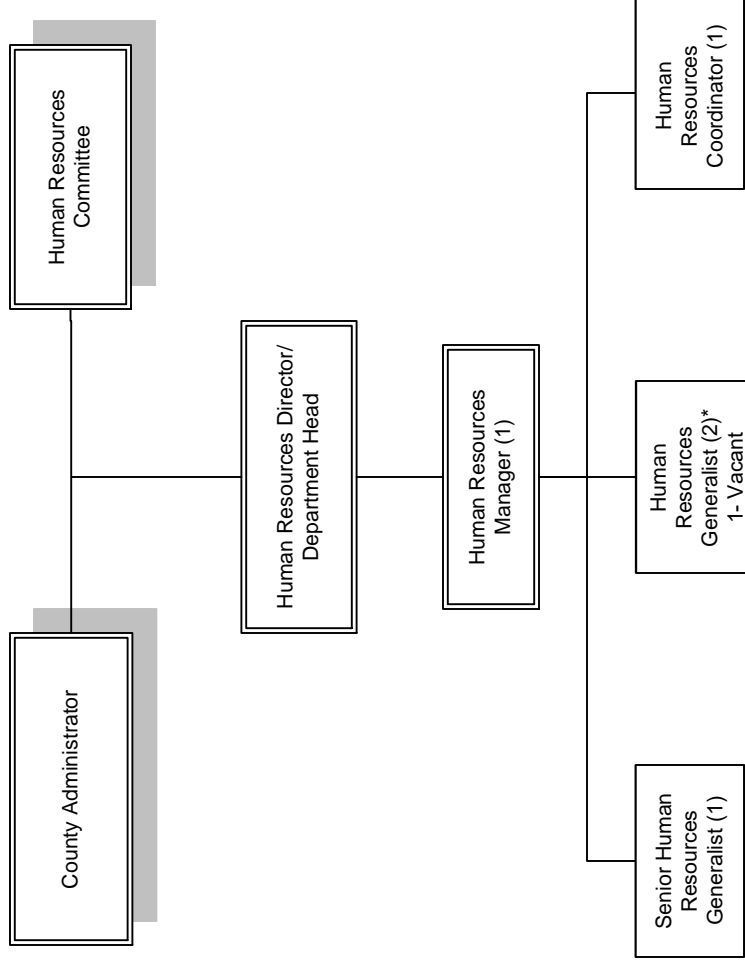
The cost and complexity of child and adult out-of-home care remains the primary financial challenge. The historic community needs of poverty, mental health, substance use, chronic unemployment or under-employment, and rural transportation all remain community challenges that have increased during the pandemic.

Goals and Objectives for 2022

- Continue pandemic mitigation and support in collaboration with community stakeholders.
- Complete work to implement a new Electronic Health Record system.
- Enhance Department Operational capacity via additional staff time devoted to vendor contracts and business analysis.
- Continue to serve a larger number of individuals and families with mental health and/or substance use needs via enhanced staffing of the Comprehensive Community Services (CCS) and Children's Long-Term Support (CLTS) programs.
- Continue to reduce the total number of days children and/or adults spend in out-of-home care via enhanced Comprehensive Community Services (CCS) and Child Long Term Support (CLTS) programs, additional in-home supports, initiating a new Family Find Child Welfare service, and continuing enhanced hours of Corporation Counsel legal services.
- Implement new restaurant based Senior Nutrition Program options to complement a smaller number of congregate meal sites.
- Co-locate Economic Support services at the Aging & Disability Resource Center (ADRC). This change will improve services and provide budgetary savings.
- Complete 2022-2025 Civil Rights Compliance plan, and utilize data to make whatever improvements are necessary to ensure individuals are able to access needed services.
- Begin work on Department's 2023-2025 strategic plan. Goal and objectives will be set via a lens of enhancing equity and Trauma Informed Care.
- Expansion of the Dementia Care Specialist program will occur in 2022 through \$40,000 of additional state funding. The Dementia Care Specialist and Caregiver Specialist roles will be combined, and additional purchased support services will be available to residents of Sheboygan County.

Human Resources

Sheboygan County Human Resources Table of Organization





SHEBOYGAN COUNTY

Dennis Miller
Human Resources Director

February 18, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to submit the 2021 Annual Report for the Human Resources Department.

In 2021, the focus on “Making People a Priority” became more important as we faced the unprecedented challenges of the ongoing COVID-19 pandemic combined with the lack of available talent in our area. Recruiting and retaining employees required targeted equity adjustments, and continued monitoring of employee programs. As a result of enhanced recruitment and advertising efforts, over 2,660 applications were received and 166 new staff were hired.

Employee recognition continued to be a top priority in 2021. The ‘You Make a Difference’ Employee Recognition Program acknowledged 566 employees. Additionally, 134 employees were recognized for their years of dedicated service to Sheboygan County. With the support of the Sheboygan County Administrator and County Board, an employee appreciation gift was given to all staff employed during the COVID-19 pandemic in 2020.

The County continues a strong partnership with the Wisconsin County Association Group Health Trust providing oversight and funding for the Sheboygan County InHealth Clinic, Medical Insurance, and Prescription Claims. With this partnership, employees enjoyed excellent services from a broad network of providers while managing the cost to both the employee and the County.

The Human Resources Department takes pride in offering a variety of programs and services to our valued employees as well as exceptional service. We appreciate your ongoing support as we strive to continuously improve programs and benefits in 2022.

Respectfully Submitted,

Dennis A. Miller
Human Resources Director

Mission Statement and Summary of Responsibilities

In support of the County's Mission, Vision and Guiding Principles the Human Resources team is dedicated to the highest quality of confidential customer service delivered with a sense of warmth, friendliness and individual pride.

The Human Resources team takes pride in the thoughtful execution and quality of our day-to-day operations. In addition, the Human Resources team creates an atmosphere that promotes positive employee relations, encourages equal opportunity, and exceptional customer service. In doing so, the team commits to delivering a caring, respectful attitude and a sense of personal accountability in promoting ethical and legal conduct. We will do this by:

- Ensuring the Human Resources staff are given the tools, training, and motivation to operate in the most efficient and effective manner.
- Recruiting and promoting the best qualified candidates while retaining our valued employees by: assuring effective leadership qualities in our managers; providing competitive wage, pay for performance, and a variety of benefit options and wellness initiatives to meet employee needs.
- Providing a safe work environment which allows employee skills to flourish.
- Offering technical, interpersonal, and career development training and coaching so as to promote individual success and increase overall value to the County.
- Inspiring and encouraging a high level of employee morale through effective communication, ongoing feedback, and recognition.
- Establishing, administering, and effectively communicating sound policies, practices, and position descriptions that treat employees with dignity, respect, and equality while maintaining compliance with employment and labor laws, county directives, and labor agreements.

We are committed to promoting a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust, and mutual respect. We will seek and provide solutions to workplace issues that support and optimize the operating principles of the key business drivers, its management, employees, and constituents. We will achieve this through the County's most valuable resource – 'People a Priority'.

Goals and Objectives Achieved in 2021

- Prepared responsible 2021 Human Resources and Employee Benefit budgets working within established guidelines and parameters.
- Continued focus on attracting and retaining top talent, including partnering with managers who were experiencing high turnover to enhance recruiting strategies. Equity adjustments were approved to address difficult to fill and difficult to retain positions.
- Continued to facilitate department specific follow up surveys, including manager and supervisor coaching to address employee concerns.

- In collaboration with the County Administrator, Group Health Trust, USI Insurance Services, and the Strategic Benefit Planning Committee continued focus on employee benefit plan design and costs.
- In collaboration with the Deputy County Administrator, re-evaluated the Pay for Performance Criteria and Performance Evaluation Form utilizing employee feedback. Implemented improvements to the process and forms to improve access for all employees and provide a user-friendly process.
- Conducted multiple compensation surveys, both internally and externally, to ensure fair and competitive wages.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$722,925	\$722,932	\$7
Expenses	\$722,925	\$614,087	\$108,839

The Human Resources Department had a positive variance of \$108,846 for 2021. This was primarily due to vacant positions within the Human Resources Department, and the inability to provide in-person events, such as professional development training and the all employee summit, due to the ongoing COVID-19 pandemic.

Our approved budget for 2022 is \$739,426 with a property tax levy of \$622,601.

Issues and Challenges Ahead

Attracting and retaining top talent continues to be one of the most important Human Resource initiatives. The County’s highest turnover positions are Certified Nursing Assistants, Correction Officers, and Social Workers. We will continue to focus on improving the systems and processes to identify and recruit top talent, and will ensure equitable access for all applicants utilizing the most efficient means possible.

Rising health care costs remain a concern for the County despite a favorable renewal with Group Health Trust. The Human Resources Department will identify and implement enhancements and cost reduction opportunities to the employee benefit offerings. USI Insurance Services, with input from the Strategic Benefits Planning Committee, will continue to review and recommend plan design refinements to the County Administrator and Human Resources Committee for 2023, while balancing the needs of the employees and the County.

As Sheboygan County continues to become more diverse, it will be imperative that we continue to refine employee programs and services to meet the needs of a diverse workforce. Employee retention will require a comprehensive approach as we navigate a local labor market that is experiencing incredible competition and driving higher wages. Balancing budgetary constraints with upward pressure on wages will be a challenge to the County’s ability to remain competitive with compensation and benefit packages.

2021 Employee Turnover:

2021 New Hires – 166

2021 Employee Separations – 207

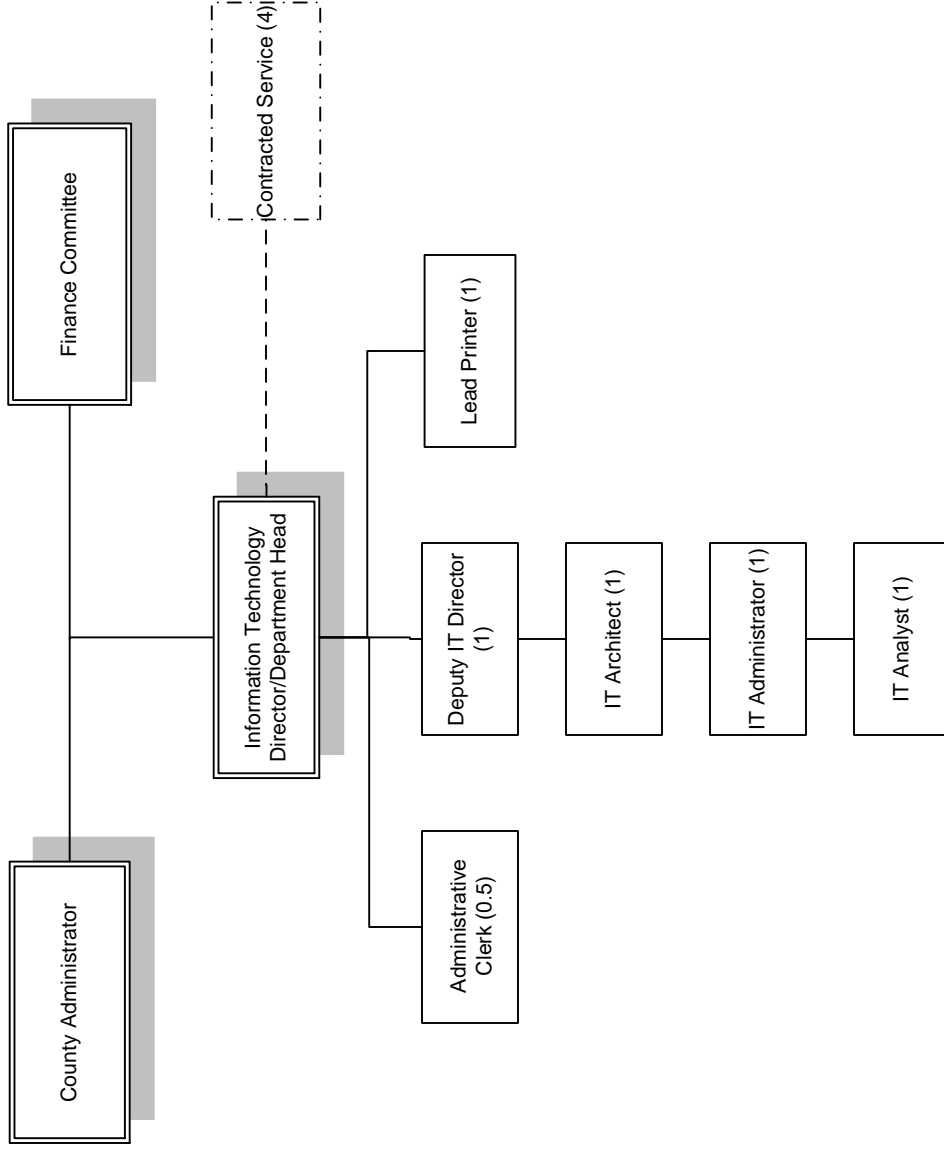
Overall Turnover – 15.8%

Goals and Objectives for 2022

- Prepare responsible 2023 Human Resources and Employee Benefit budgets working within established guidelines and parameters.
- Continue to focus on attracting top talent. Implement technologies to enhance our recruitment strategy while improving efficiencies in the process.
- Enhance our focus on recognizing and retaining our valuable employees. Review existing programs and strategies to reduce turnover and improve employee satisfaction.
- Continue to build knowledge of Diversity, Equity and Inclusion (DEI) principles among Senior Leadership. Develop a shared vision and strategy to ensure the County embraces DEI principles in all aspects of County operations.
- With input from the Strategic Benefit Planning Committee, continue to focus on plan design and cost containment while maintaining benefit offerings that attract and retain a diverse workforce.
- Continue to assess current compensation program with an emphasis on compression issues, market competitiveness, and program effectiveness.

Information Technology

Sheboygan County Information Technology Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Christopher S. Lewinski
Information Technology

February 1, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to submit the 2021 Annual Report for the Sheboygan County Information Technology (IT) Department.

In 2021, the IT Department completed a number of projects that improved the County's information security posture. At the same time, Sheboygan County IT continued to support County departments through the ongoing COVID-19 pandemic by lending technical assistance to remote workers and virtual meetings. The Information Technology Department also provided key support to aged, end-of-life hardware for which timely replacement was delayed due to significant disruptions in the global supply chain.

Noteworthy accomplishments in 2021 included the integration of Rocky Knoll's phone system into the Sheboygan County data center, the implementation of a new backup system that provides additional redundancy and disaster recovery capabilities, and upgrades to the County's server environment, including encryption of data-at-rest.

I am very proud of the services the Information Technology team has delivered in the last year, solid work that could not be done without the continued guidance and support of the County Administrator, Finance Committee, and County Board.

Respectfully Submitted,

Christopher S. Lewinski
Information Technology Director

Mission Statement and Summary of Responsibilities

The mission of the Information Technology Department is to effectively and efficiently safeguard and account for the County's technological resources and to provide information technology service in support of all County departments.

The Information Technology (IT) Department provides assistance to County departments with a 24-hour help desk and provides planning, management, and implementation services for the County's IT projects, systems, networks, and devices.

Goals and Objectives Achieved in 2021

- Continued to support County employees accessing the County network remotely and meeting virtually during the COVID-19 pandemic.
- Integrated Rocky Knoll Health Care Center's VoIP phone system into the main County system for improved reliability and service delivery.
- Deployed a new data backup system to provide enhanced disaster recovery capabilities.
- Completed a comprehensive third-party security posture review and network penetration testing.
- Resolved more than 7,000 service desk tickets while maintaining a customer satisfaction rating of 4.5 out of 5.
- Maintained an annual network uptime of 99.91%

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$2,367,740	\$2,643,955	\$276,215
Expenses	\$2,508,379	\$2,337,882	\$170,497

Overall, the IT Department had a positive variance of \$446,712 for 2021, not including depreciation that is not budgeted.

The IT Department was successful in achieving the 2022 budget target of \$2,367,740. Overall, the Department had a 6.8% increase in the budgeted IT allocation from 2021 to 2022, primarily due to rising support contract costs and wage increases.

Issues and Challenges Ahead

- Security of the County's data and network assets. The cybersecurity threat landscape continues to evolve, as an increasing number of attacks specifically target governmental agencies. IT works diligently at mitigating and/or remediating these threats, but this is often at the expense of competing priorities like project work and

network and server maintenance. To continue to protect the County's digital assets, while ensuring necessary projects and maintenance are being completed, the County should strongly consider investing in additional IT staff members.

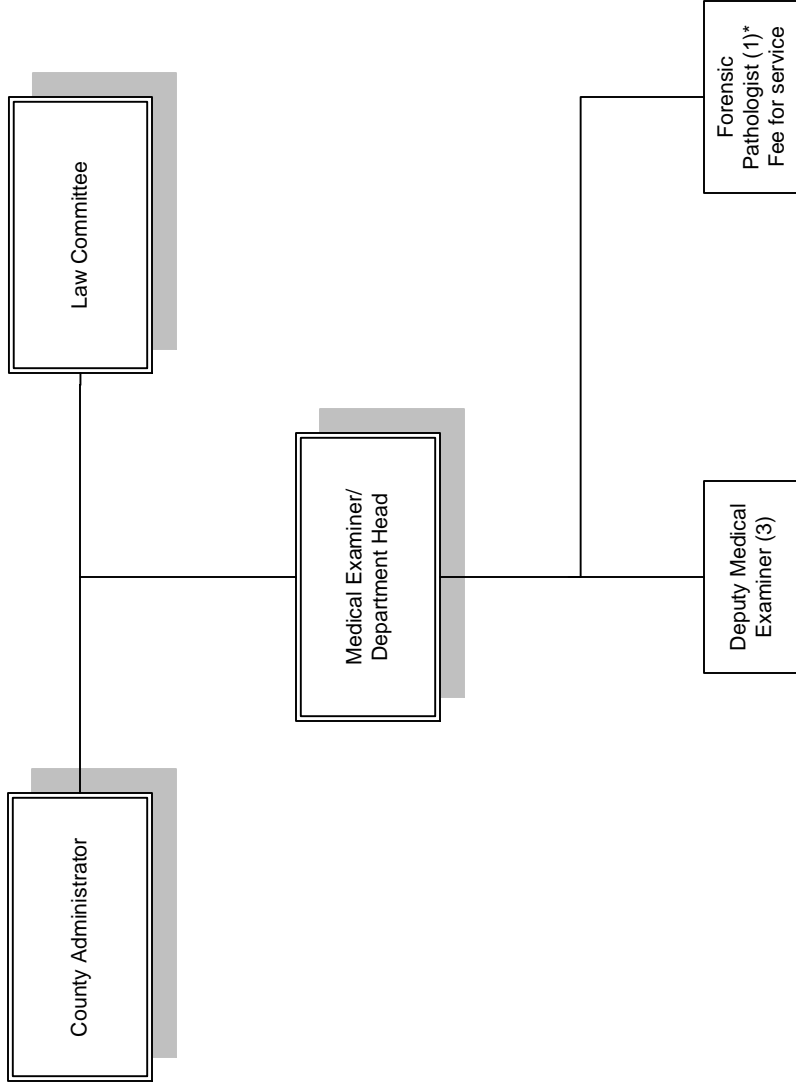
- **Expanding Technology Footprint and Complexity.** County employees have never been more dependent on technology for their daily roles and responsibilities than they are today. Because of that reliance, Sheboygan County's technology footprint—which includes its server and network environments, data storage and backup repositories, software systems and hardware assets—has grown significantly, both in size and complexity. This growth is, not surprisingly, accompanied by escalating costs, as well as an increased demand upon an IT technical team that has not grown in size. It will be increasingly challenging to support the County's technology environment without a commensurate increase in both IT staff count and budget.
- **Burgeoning data storage and backup costs.** Hand-in-hand with a rapidly expanding technology footprint is explosive growth in the amount of data being generated, much of which is in the form of public records, subject to public records law and records retention requirements. Due to lengthy records retention periods, as well as the need for backup copies for disaster recovery purposes, Sheboygan County's data storage consumption is increasing at a rate of, on average, 15 – 20% per year. While the cost *per gigabyte of data stored* has become less expensive over time, the sheer growth of the County's data store is still resulting in net increases in storage costs, often significantly so. In addition to the budgetary impacts of this data growth are the “hidden” costs of increased search times (more data takes longer to search) and time required to restore data in the event of a data center disaster or ransomware attack.

Goals and Objectives for 2022

- Complete the replacement of the County's enterprise firewalls, along with core network switches.
- Implement a number of systems and practices directly aimed at further bolstering Sheboygan County's information security posture.
- Continue to provide technical support during the implementation of both the Health and Human Services and Finance/Human Resources software systems.
- Continue to integrate Rocky Knoll with the Sheboygan County fiber network to improve service delivery and technology performance.

Medical Examiner

Sheboygan County Medical Examiner Table of Organization





SHEBOYGAN COUNTY

Christopher A. Nehring
Medical Examiner

WISCONSIN

February 16, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to submit the 2021 Annual Report for the Sheboygan County Medical Examiner's Department.

In 2021, the Department investigated and signed off on 379 death investigations, an increase of 9% over the previous year. The Department also viewed and signed 799 cremations, a decrease of 5%, and ordered and completed 37 autopsies, an increase of 6%. The increased investigation work has a major impact on the Department budget.

The Medical Examiner Department is a 24 hour, 7 days a week operation. We do this with one part time employee and three on-call employees. The dedicated staff responds to a variety of calls in the county and trauma hospitals, both inside and outside of Sheboygan County, where county residents are transported after injury. These highly efficient employees work tirelessly to assist families and friends in processing difficult events and complete investigative work.

In June of 2021, we were pleased to hire a Deputy Medical Examiner to replace an employee who left Sheboygan County for a great opportunity out of state. The individual is working diligently to complete their certification, which is a one-year process.

With the continued support of the Law Committee, County Administrator, and the County Board, we are able to complete our mission.

Respectfully Submitted,

Christopher Nehring
Medical Examiner

Mission Statement and Summary of Responsibilities

It is the mission of the Sheboygan County Medical Examiner's Department to provide professional death investigation into the deaths reportable to the Sheboygan County Medical Examiner's Department as required by the Wisconsin State Statutes and make a determination into the cause and manner of death.

The Medical Examiner investigates deaths in Sheboygan County reportable under Wisconsin Statutes 30.67, 346.71, 350, 155, 979.01 & 979.025. A Medical Examiner investigation is required for many reason, including all homicides, suicides, deaths following an accident or injury, deaths due to poisoning, deaths following abortion, deaths involving airplanes, motor vehicle, snowmobile, all-terrain vehicle, jet skis or a boat, deaths with no physician in attendance in the past thirty days, deaths of a correctional inmate, deaths when after a reasonable time a physician cannot or will not sign the death certificate or in an emergency situation, deaths with unexplained, unusual or suspicious circumstances (including sudden unexplained death at any age), and deaths reportable under individual County policies.

The investigation process includes, but is not limited to, visual & physical examination of the deceased and the surroundings, the pronouncement or confirmation of the death of an individual, establishing the date and time of death, review of medication present and usage, review of medical history, identifying any recent changes in health or physical conditions, and obtaining information by speaking with family members, nursing staff and physicians, as well as neighbors, witnesses or law enforcement.

In deaths where law enforcement is involved, it is a collaborative effort of sharing investigation findings and knowledge. In some death investigations, more information is needed before a cause and manner of death can be made. An autopsy may be done and toxicology studies may be required to determine what kind and how much of a certain medication is present in a person's system. X-rays may be taken to determine if there are broken bones or if any foreign objects are present and the location. There are other tests available for specific inquires.

Goals and Objectives Achieved in 2021

The Medical Examiner had a vacancy in April of 2021. It was quickly filled in May 2021, with the assistance of the Human Resource Department to identify multiple highly qualified candidates. The most qualified candidate with experience in emergency medicine was offered the position and brought on board. Training and certification for a deputy medical examiner requires on-the-job and forensic instruction which takes approximately one year. I am thankful for the support we received from the Human Resources Department, Law Committee, and Finance Committee. By moving quickly to fill vacancies, we prevent staff burnout, which keeps team morale high.

In 2021, we stayed within our established budget though the COVID-19 pandemic caused an increase in deaths in the county. By working with physician partners, when a COVID-19 death occurs, the responsibility of signing the death certificate remained with the attending physician, not the medical examiner.

Budget

	2021 Budget	2021 Result	Variance
Revenues	\$232,294	\$254,761	\$22,467
Expenditures	-\$232,294	-\$246,877	-\$14,583
Results	\$0	\$7,884	\$7,884

The Medical Examiners budget ended 2021 with a \$7,884 positive variance due to additional revenue from Kewaunee County for use of morgue facilities and additional investigative work which provided an increase in fee revenue. Our approved budget for 2022 is \$242,902 with a property tax levy of \$96,902.

Issues and Challenges Ahead

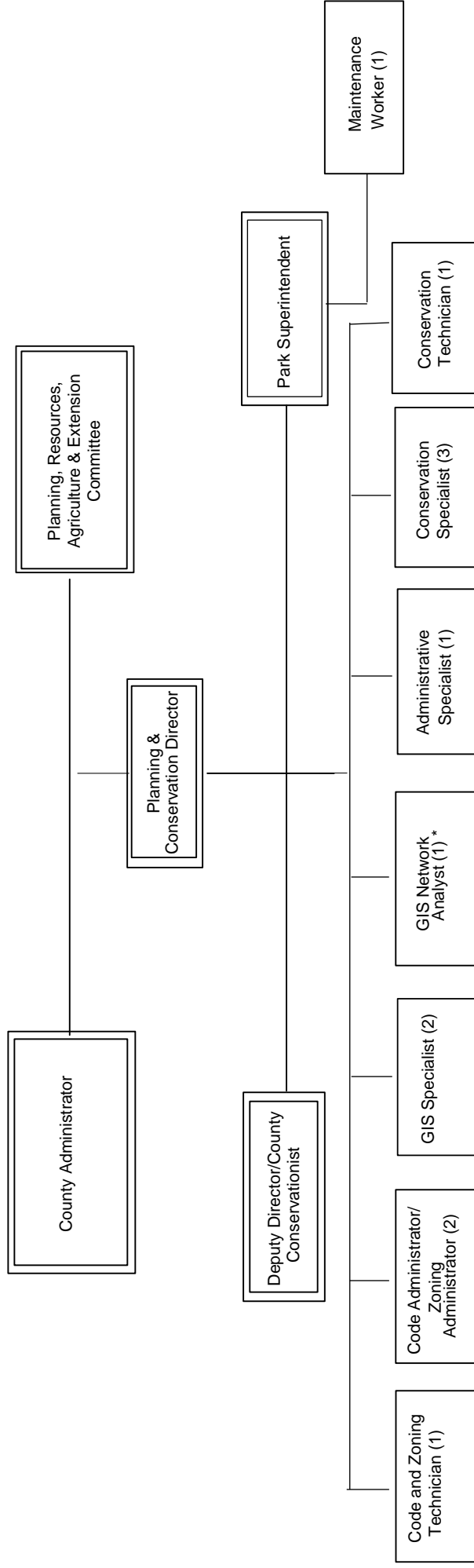
The greatest challenge this year and going forward is inflation. Costs are increasing at an astounding rate. The transportation costs and autopsy costs increased 25% from 2021 to 2022. This is in part due to very few candidates willing to work in the field of forensic pathology, and potential candidates being able to obtain a higher wage in hospital pathology.

Goals and Objectives for 2022

For 2022, our Department will focus on certification training by the American Board of Medical Legal Investigators and competency testing for our newest employee. We will continue to offer medical students and college interns the opportunity to explore the field of forensics. Working with the County Administrator, County Board, and Corporation Counsel, we will explore ways to increase revenue, and offset the increase in Department expenses due to inflation.

Planning and Conservation

Sheboygan County Planning & Conservation Table of Organization



*Contingent upon a retirement in the IT Department



SHEBOYGAN COUNTY

Aaron Brault

Planning & Conservation Director

February 18, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

The Planning & Conservation Department was very productive in 2021, completing several initiatives that will benefit the County and its residents for years to come. I am proud to highlight a few of these projects below.

After years of meetings, paperwork, and planning, the wetland mitigation bank at Amsterdam Dunes has finally come to fruition. Wetland mitigation banks are restored wetlands whose purpose is to provide credits to offset unavoidable construction impacts affecting other existing wetland sites. Credits are sold to permittees who have an obligation to provide compensatory mitigation for the wetland they are impacting. The approved plan provides up to 31.76 credits that the County can sell as the bank is established. Credits in this region are currently selling for \$80,000-\$110,000. Moving forward, this program will be a great asset for Sheboygan County.

Another success in 2021, the Planning & Conservation Department was awarded a \$200,000 grant from the National Fish and Wildlife Foundation that will be utilized at the Broughton Sheboygan County Marsh. The grant dollars will primarily be used to design a boardwalk to increase public access, and provide aquatic/wetland habitat improvements through the removal of invasive species.

Lastly, the new Kohler Center for Marsh Education at the Broughton Sheboygan County Marsh is near completion. A grand opening ceremony is planned for early 2022 once the surrounding landscaping is complete along with the paving that could not occur in 2021. The new building includes an atrium for nature displays, a kitchenette, campground toilet and shower facilities that will replace the old, dilapidated facilities, and a multi-purpose classroom for Camp Y-Koda's outdoor skills and education program and rentals. The new center is an exciting upgrade to the Marsh's current facilities.

I would like to thank you for the continued support of our Department. To view an interactive version of this report, use the following link <https://arcg.is/y840T>.

Respectfully Submitted,

Aaron Brault

Planning & Conservation Director

Mission Statement and Summary of Responsibilities

The Planning & Conservation Department is committed to providing sound information and knowledge on environmental issues that affect our community, protecting our county's natural resources, and, first and foremost, working with the public which we serve in a straightforward, honest approach.

The Department is responsible for the County's mapping information, many of its parks and open spaces, and helping protect the County's environment primarily in regards to water quality issues.

Goals and Objectives Achieved in 2021

- Obtained final approval for the mitigation bank at Amsterdam Dunes. Currently, there are 3.18 credits (10% of the total) on the market that can be sold.
- Obtained County Board support and approval for the Amsterdam Dunes Wetland Mitigation Bank policies and procedures.
- Awarded \$66,000 from the Urban Non-Point Source & Stormwater Management Program which will be used to complete a Stormwater Water Quality Management Plan Update for the County.
- Awarded \$200,000 from the National Fish and Wildlife Foundation to increase public access and educational opportunities at the Sheboygan Marsh.
- Received five applications for the Sheboygan County Stewardship Grant Program. Of these, five projects were awarded a total of \$73,406.
- A total of 96,102 trees were sold during our annual tree sale.
- Enrolled 3.13 acres of vegetative buffers into the Water Quality Improvement Program, placed 63 acres into cover crop production, enrolled 721 acres into nutrient management plans, installed one manure waste transfer system, and installed 4,437 linear feet of grassed waterways.
- Issued 13 stormwater erosion control permits, issued a record 135 shoreland zoning permits, issued 209 sanitary permits, and reviewed/approved 57 certified survey maps.
- Awarded \$1 million Department of Natural Resources grant to leverage with County and private funding to replace Marsh Dam.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$2,349,122	\$2,642,875	\$293,753
Expenses	\$2,371,637	\$2,481,077	-\$109,440
Result	-\$22,515	+\$161,798	+\$184,313

The Department had some particularly challenging budget issues in 2021. The principal challenge was the large expense of cattail removal at the Sheboygan Marsh. Despite the dry weather experienced in 2021, the County still removed over \$50,000 worth of bogs. This is approximately the average expense for the last five years. However, the Department's permit revenues and tree sale revenues were much more robust than expected; and with the help of a few of the

Department's grants, wages were offset. As such, the Department had a large positive variance in both our overall budget and actuals. When comparing actual expenses to revenues the Department posted a positive variance of bottom line of \$161,798.

The total tax levy to support the Department in 2021 consisted of \$1,207,730 which was an increase of approximately 6% compared to 2020. The 2022 \$2,710,274 Department budget includes a total operating levy amount of \$1,134,923, or an increase of approximately 3.1% compared to what was allocated in 2021.

Issues and Challenges Ahead

The Planning & Conservation Department staff remain dedicated to protecting the County's natural resources through permitting and enforcing related Ordinances. A growing issue the Department encounters is subpar building locations that make permitting more complicated. Many of these situations are handled creatively; but moving forward, it is likely that the shoreland, sanitary, and subdivision ordinances will need to be updated to address the recurring, historically-abnormal scenarios the Department is now seeing more often. Consistency in how the Department regulates ordinances is key, and is an ever-present goal for staff.

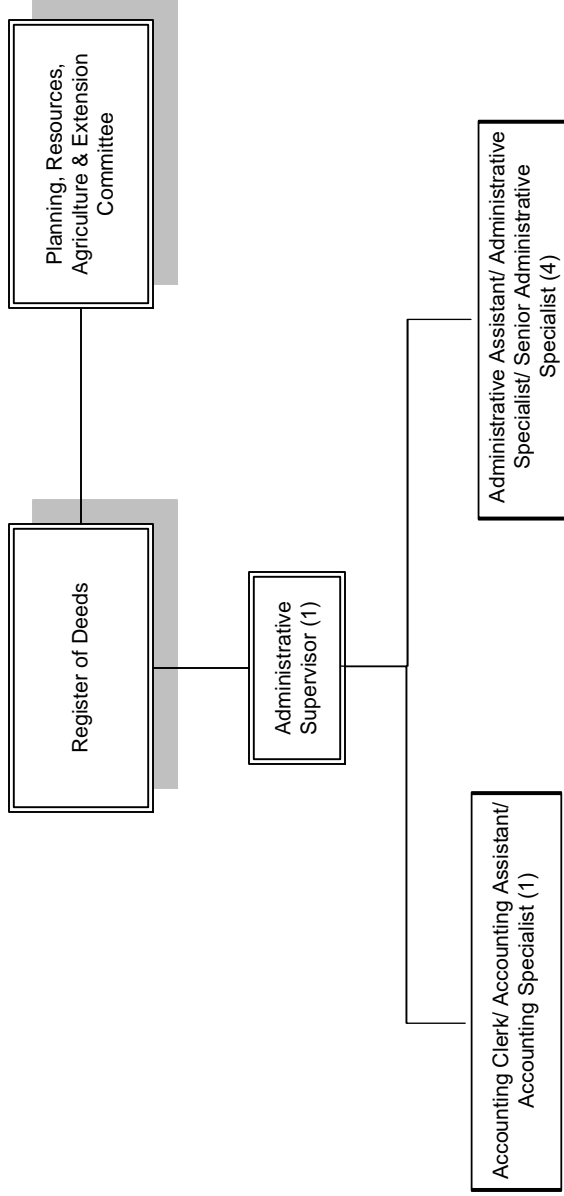
Additionally, starting in the spring of 2022 the Department will experience the first of what will likely become more retirements in the next few years. Recruiting qualified staff will be an on-going challenge for the Planning & Conservation Department.

Goals and Objectives for 2022

- Complete the remaining construction projects at the new Kohler Center for Marsh Education.
- Complete the construction of the Amsterdam Dunes Mitigation Bank.
- Complete the Stormwater Water Quality Management Plan Update for the County.
- Continue to work with Milwaukee Metropolitan Sewerage District and our other county partners to target water quality projects in the Milwaukee River Watershed through the Regional Conservation Partnership Program.
- Continue restoration efforts at Gerber Lake Preservation Area.
- Continue to sample and monitor the experimental phosphorus reducing septic system on Elkhart Lake.
- Implement stream restoration efforts at Amsterdam Dunes through the awarded Sustain Our Great Lakes Fund grant.
- Update Shoreland, Sanitary and Subdivision Ordinances.
- Assess all Department facility and recreation area signage and make improvements as needed.

Register of Deeds

Sheboygan County Register of Deeds Table of Organization



Special Notes

*Denotes Vacant Positions



SHEBOYGAN COUNTY

Ellen R. Schleicher
Register of Deeds

January 24, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to present you with the 2021 Register of Deeds Annual Report.

Despite the ongoing COVID-19 pandemic, we continued to serve the constituents of Sheboygan County and nationwide. Our staff found ways to safely serve the public who needed their vital records and land records. We continue to do our job and help keep the economy and real estate market going.

Overall, our budget exceeded expectations and resulted in a year-end, positive variance totaling \$476,277 that will be added to the general fund. The real estate market is unpredictable so it is difficult to forecast what will happen in the future. Housing market predictions indicate that the market is slowing down on the east and west coasts and we aren't sure how this will impact Sheboygan County. Our 2022 budget may be a challenge to achieve but, as always, we will strive to do our best.

I would like to commend the staff for the work accomplished in 2021. They continue to provide excellent customer service and meet department goals despite set-backs that included staff shortages. We have a great team, working together towards the greater goal of making things better for the customer and our community. I wish to thank them for their support, enthusiasm, and hard work. Their dedication to their positions, the office, and Sheboygan County make our accomplishments possible.

Respectfully submitted,

Ellen R. Schleicher
Register of Deeds

Mission Statement/Summary of Responsibility

To be fiscally responsible while serving the public in a courteous and friendly manner, following and enforcing the state statutes that dictate our office along with preserving and protecting real estate records, vital records, and miscellaneous documents.

The Register of Deeds is the primary source of legal documents, which affect virtually every individual living in Sheboygan County. This includes personal and real estate ownership and encumbrance records in addition to financing instruments that are the basis of individual and business credit ratings. This Department executes the final acceptance and filing of new subdivisions, condominium plats, Transportation Plats, and Certified Survey Maps. The Register of Deeds also administers the Vital Records Registration system, which includes registration of all births, marriages, deaths, and divorces of county residents, probate instruments, and business documents such as corporate filings.

Other duties include registration, preparation, and issuance of copies of military records, alternative informal probate procedures, and registration of US Treasury Federal Tax IRS Liens. Other statutory responsibilities include the collection of real estate transfer fees and recording fees, currently divided between Sheboygan County and the State of Wisconsin.

Required reports are given to the following governmental agencies: US Treasury (Federal IRS Tax Liens), Wisconsin Department of Revenue (transfer fee tax collection and property valuation for tax equalization), the Wisconsin Department of Administration (plat review and the Wisconsin Land Information Program), and the Wisconsin Department of Health and Social Services (Vital Records).

Sheboygan County departments that depend upon us for information and services include Veteran Services, Planning & Conservation, Clerk of Courts, Treasurer/Real Property, County Clerk, and Transportation.

Recorded land records are the basis of the real estate property tax. Translated into monetary terms the land records in the Register of Deeds department represent \$11 billion dollars in real estate lying within the borders of Sheboygan County which is a 6.0% increase in real estate value from 2020 per Department of Revenue reports.

Goals and Objectives Achieved in 2021

- Processed 27,462 real estate documents.
- Filed 3,183 vital records.
- Filed 7 Military Discharges.
- Issued 23,625 legal documents.
- Served 229 genealogist searchers.
- Copied 32 documents to County Departments.
- Recorded 29 new condominium units.
- Recorded 56 subdivision lots.
- Indexed 44,400 documents.

- Completed online training to help staff learn new process, procedures, and self-improvements strategies.
- Worked with local legislators to help them understand legislation that the Register of Deeds Association submits and supports.
- Partnered with the Treasurer’s office to integrate document numbers with parcel numbers to assist residents with locating their documents. Residents can now click on document number in the Land Record software, and order their deed from the Tapestry Website.
- Provided excellent customer service by promptly greeting customers, recording and returning documents in a timely manner, explaining any problem as it arises, and providing remote access so customers can view their recorded documents almost immediately after processing, usually within 24 hours.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$690,313	\$1,031,748	\$341,435
Expenses	\$715,303	\$686,806	\$28,497

In 2021 our operating budget was \$715,303 with \$106,345 designated to the general fund to reduce tax levy. We exceeded our estimated revenue and added an additional \$369,932 to the general fund. Total revenues were \$3,095,521. The State received \$1,826,116. The Land Records account received \$184,888. We surpassed our projected revenues by \$337,826. We will continue to contain our expenses while still providing quality services. It is our goal to ensure that the Register of Deeds Department will not utilize any property tax levy and continue to support the general fund, when possible.

Issues and Challenges Ahead

The Register of Deeds department is on target to complete back indexing within the first quarter of 2022 after a 12-year effort. We can now start working on projects that have been previously postponed. The much-anticipated technology upgrade from last year was put on hold by our software provider as they were running into issues on their end. However, we plan on this upgrade being completed in 2022. This will support many of the goals I have set for myself and our office.

Staffing issues plagued us in 2021 and may continue in 2022. It is a challenge to find new staff members so our focus is to retain current talent. Training new staff proves to be difficult as the work in our office is not typical. Another challenge we face is the inability to fully predict how the economy or housing market will be in 2022. There are indicators that show markets are slowing down. Time will tell how this will impact Sheboygan County.

Goals and Objectives for 2022

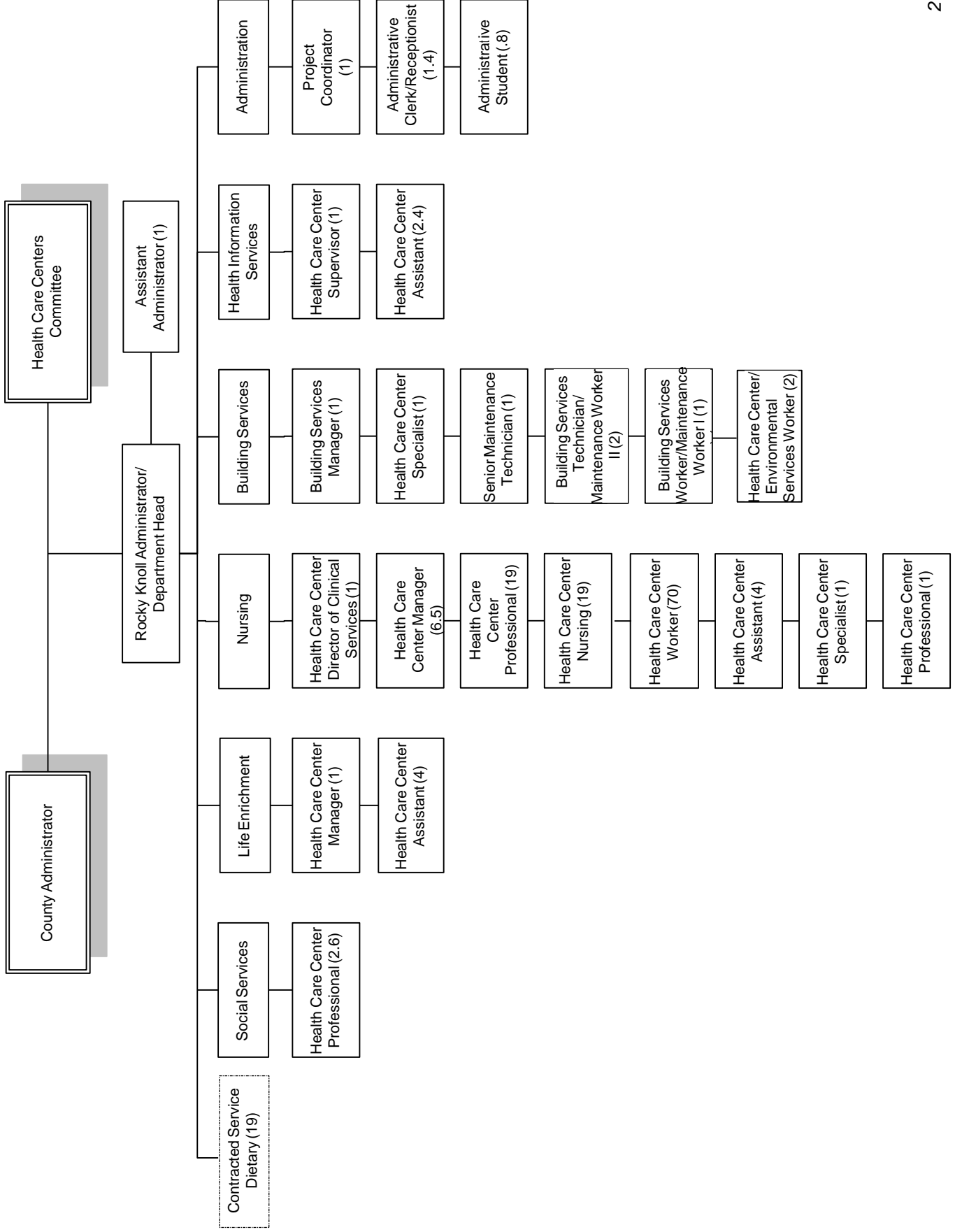
- Continue to keep our focus on the turn-around time of real estate documents to less than one week. The needs of banks and lenders must be met in order to keep the local financial market and economy healthy.

- Continue to work with the marriage officiants, funeral directors, nursing homes, hospices, hospitals and doctors with questions they have regarding the state's vital record system.
- Continue to work with legislators to help them understand legislation that the Register of Deeds Association submits and supports.
- Continue to work on updating and improving our written procedures.
- Continue to work with the State Vital Records Office to update and improve service.
- Continue to encourage residents to record their land records electronically.
- Continue to get pertinent information to all the staff in our office via email or short meetings.
- Continue to work with the Treasurer's office to improve the efficiency of the document/Tapestry system. Work with our software vendor to update and improve programs.
- Provide staff opportunities for online training and encourage staff to look for ways to improve themselves.
- Complete back indexing documents to 1962, enabling our customers to conduct a 60-year search online.
- Complete importation of scanned documents.
- Work on a more efficient billing system for Laredo contracted customers.
- Resume indexing our vital records and Military Discharges.
- Work on completing the Volume and Page clean-up project.
- Work on compiling pages in the Miscellaneous and Contract Books
- Work on cleaning up the documents in the ISCAN system.

We are continuously looking for technology to help improve our office productivity and efficiency, without compromising customer service. In order to maintain and improve our customer service, I will continue to empower the staff by communicating the information they need to meet our customers' questions and concerns.

Rocky Knoll Health Care Center

Sheboygan County Rocky Knoll Health Care Center Table of Organization





SHEBOYGAN COUNTY

Katherine Clinton
Rocky Knoll

February 18, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to present the 2021 Annual Report for the Rocky Knoll Health Care Center. Rocky Knoll is the prominent skilled nursing facility serving the residents of Sheboygan County since 1926. It embraces a reputation for providing excellent care, achieving positive outcome measures in rehabilitation, and fostering caring relationships with the residents, families and the community it serves.

In another year marked by the COVID-19 pandemic, there were more changes to regulations by the Centers for Medicare and Medicaid Services and Centers for Disease Control and Prevention than ever noted. These changes affected visitation, vaccination, exposure and quarantine, illness, and testing. Despite these unprecedented challenges, Rocky Knoll continues to be a leader in Sheboygan County for providing outstanding short-term rehab and long-term skilled nursing services as evidenced by maintaining our five-star rating in quality measures recognized by the Centers for Medicare and Medicaid Services for the fourth consecutive year.

Another major accomplishment of 2021 was the distribution of the COVID-19 vaccination. At the beginning of the year, we successfully vaccinated over 90% of the residents in the facility, and about 40% of the staff. We set a goal to vaccinate at least 70% of the staff which was accomplished by year end with 76% vaccinated. To date, 93% of the residents are vaccinated and 80% of the staff.

In addition to our pandemic response, recruitment and retention was a top priority for 2021. Efforts to address the workforce shortage included increased wages and new benefits such as a tuition reimbursement program and student loan repayment program.

I want to thank the County Administrator, Finance Director, and County Board for their leadership and ongoing support of Rocky Knoll. Your support allows us to carry out our mission, and continue to serve the residents of Sheboygan County that call Rocky Knoll “home.”

Respectfully Submitted,

Katherine (Kayla) Clinton
Rocky Knoll Administrator

Mission Statement and Summary of Responsibilities

The purpose of the Sheboygan County Health Care Center shall be to establish an integrated system of long-term care delivery designed for and dedicated to providing optimal services to its constituents.

The Sheboygan County Health Care Center known as Rocky Knoll Health Care Center is licensed and certified as a Skilled Nursing Facility. The license requires that the Health Care Center complies with state administrative codes and federal regulations established to ensure that residents receive quality care, at a time in their lives when they are dependent on others.

The responsibilities of the Health Care Center are directed by six guiding principles:

1. Proactively anticipate and meet our residents' physiological and psychological needs
2. Continually provide high quality care and service to the residents we serve
3. Maintain open communication with staff, residents, and representatives
4. Maintain fiscal responsibility to the taxpayers of Sheboygan County
5. Maintain an open working relationship with the Health Care Center Committee, Foundation Committee, other Committees, members of the County Board, and all other County departments
6. Remain dynamic in approach and open to improving operations, recognizing fiscal challenges, and identifying opportunities for alternative revenue streams

Goals and Objectives Achieved in 2021

- Updated and revised infection control policies and procedures aimed at keeping residents and staff safe during the COVID-19 pandemic including: visitation, vaccination, exposure and quarantine, illness, and testing. We have had 10 residents test positive resulting in two deaths.
- Conducted over 7,600 COVID-19 tests in staff and 1,050 in residents.
- Maintained the Five Star quality rating acknowledged by the Centers for Medicare and Medicaid Services which reflects a quality health survey, quality care, and adequate staffing.
- Increased wages and implemented recruitment and retention initiatives to address workforce shortage
- Secured American Rescue Plan Act (ARPA) funding to address lost revenue, nursing staff retention and recruitment, and structural projects
- Completed new domestic hot water system, fire damper and duct cleaning facility wide, and began resident room renovations

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$14,882,128	\$13,762,115	-\$1,120,013
Expenses	\$14,716,188	\$14,401,711	\$314,477

Rocky Knoll's total amended budget for 2021 was \$14,716,188 of which \$921,241 was supplemented with tax levy dollars and \$531,093 was supplemented with ARPA dollars for lost revenue. 2021 ended with a balanced budget when removing unbudgeted depreciation. Rocky Knoll also received a supplemental payment of \$1,527,700 and a Certified Public Expenditure (CPE) payment of \$580,830 in 2021. In addition, we utilized \$468,229 in Provider Relief funds for COVID-19 related expenses. Looking at 2022, we expect \$1,004,693 of levy usage reflecting an 9.06% increase from 2021 as part of a \$14,518,661 budget.

Operationally, the facility continues to adhere to a fiscally responsible approach to spending. Recruitment, retention, and updating and upgrading the facility continues to remain a focus to enhance the quality of resident lives and to remain competitive in our market.

Issues and Challenges Ahead

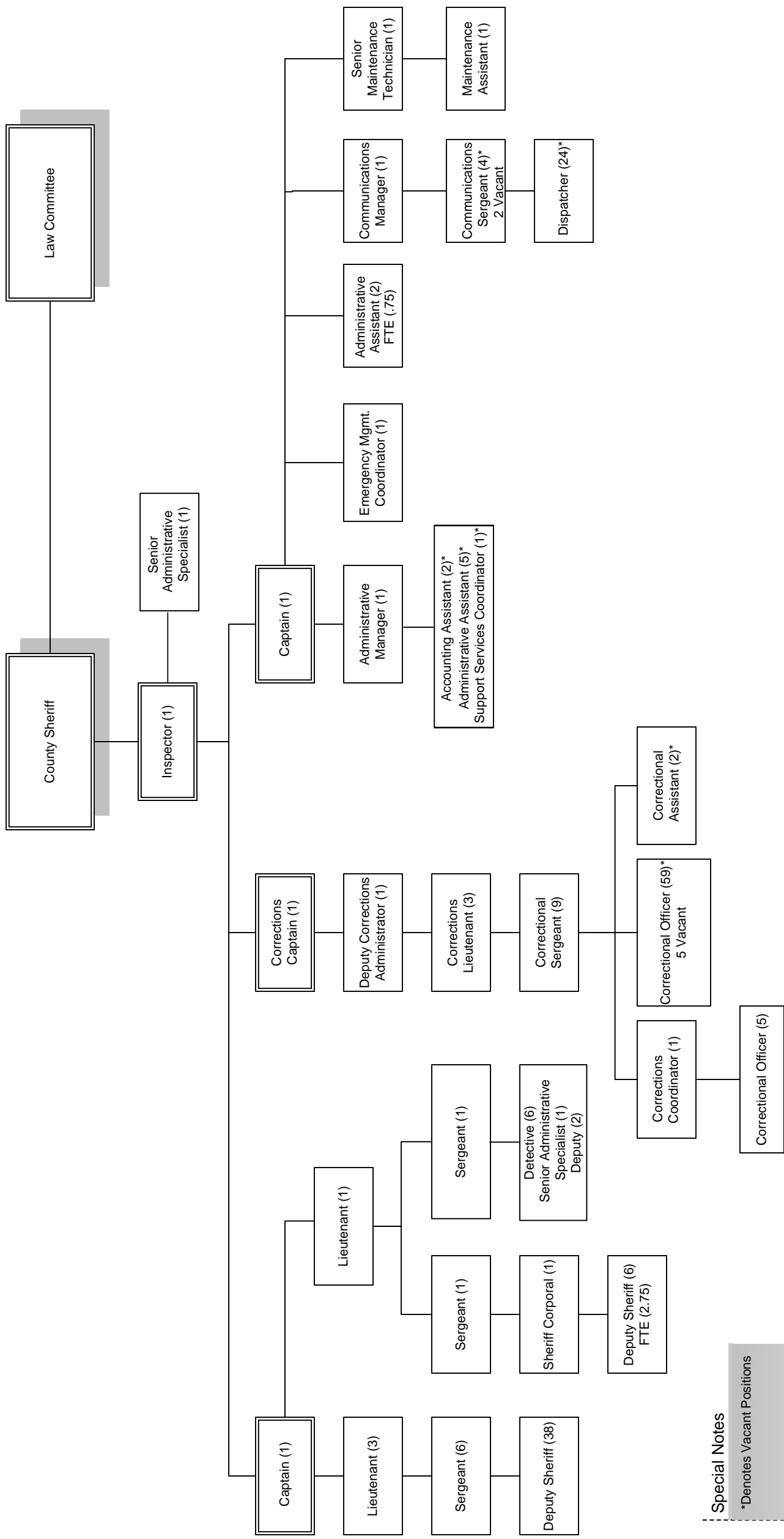
- Our biggest short term and long-term challenge is staffing. Our long-term care community throughout the state and nation continues to struggle with inadequate numbers of nurse aides and other licensed nursing staff. Recruitment and retention efforts will continue to be at an all-time high priority.
- Despite addressing wages and benefits we have not made the necessary gains in hiring that will allow Rocky Knoll to increase and rebuild our census.
- Ongoing changes to regulations and overall COVID-19 compliance from the Center for Medicare and Medicaid Services and Centers for Disease Control and Prevention. Rocky Knoll will pursue fit-testing N95 masks for all unvaccinated staff and during outbreak status.

Goals and Objectives for 2022

- Help support the community and address hospital overcapacity by securing National Guard assistance.
- Continue working with Human Resources to recruit and retain Registered Nurses, Licensed Practical Nurse, Certified Nursing Assistants and other Rocky Knoll personnel.
- Slowly rebuild census as staffing improves and maintain increased level.
- Complete facility updates from the \$1.6 million Community Development Block Grant (CDBG) State grant funding to improve the quality of life and a create a more "home-like" environment for residents.
- Maintain 5-Star Quality Rating issued by Center for Medicare and Medicaid Services.
- Utilize new portable vibration technology for residents needing memory care or with limited mobility

Sheriff

Sheboygan County Sheriff Table of Organization



Special Notes
 *Denotes Vacant Positions



SHEBOYGAN COUNTY

Cory Roeseler
Sheriff

February 1, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to present the 2021 Annual Report for the Sheriff's Department. The COVID-19 pandemic continues to create a tremendous amount of strain on our personnel. However, the Sheriff's Department doesn't waver on carrying out its mission to protect and enhance the quality of life in Sheboygan County by working cooperatively with the citizens.

We continue to collect village contract funds for performing a variety of patrol services with several municipalities within the County. These services generate approximately \$150,000 in revenue. Additionally, we continue to collect revenue for alternatives to incarceration equipment rental from inmates utilizing those devices and for boarding juveniles from several surrounding Counties.

The 2022 budget includes capital expenditures for a \$1.5 million expansion to the Alternatives to Incarceration Unit within the Detention Center, and approximately \$400,000 to replace approximately 15,000 square feet of carpet with epoxy flooring in the Detention Center. Additionally, it includes funds to replace the Civil Process office furniture for a total cost of \$11,300. This office furniture has been in use since the early 1980's and needs replacement.

We will remain focused on maintaining staffing levels in the Deputy, Corrections Officer, and Dispatcher work groups. We continue to manage jail population by maximizing alternatives. Specifically, we will increase the use of pre-trial monitoring with and without electronic monitoring. In addition, we will remain focused on safety protocols as it relates to COVID-19, and continue to utilize grant funds to monitor employee and public wellness on a daily basis.

In closing, I would like to extend my sincere gratitude to the Law, Human Resources and Finance Committees for their continued support. I welcome any questions from you regarding these matters or any other services for which we are responsible.

Respectfully submitted,

Cory Roeseler
Sheriff

Mission Statement and Summary of Responsibilities

The mission of the Sheriff's Department is "To protect and serve the citizens of our community by reducing fear, crime, and disorder". The Department values are professionalism, respect, integrity, dedication, and employee values.

The men and women working for the Sheboygan County Sheriff's Department gain their authority and receive specific responsibilities from Wisconsin Statutes 59.27 and 59.28. Below is the summary of the responsibilities placed upon the Sheriff's Department by those statutes:

- Enforce all laws; keep and preserve the peace within the County.
- Provide for the housing, care and security of all inmates.
- Maintain accurate records pertaining to all inmates.
- Attend to and provide security for the five Circuit Courts and Court Commissioner.
- Serve and execute all processes, writs, precepts and all other lawful orders issued by the courts.
- Conduct operations involving water recovery and rescue.

Goals and Objectives Achieved in 2021

- Operate within our budget. At year end, the Sheriff's Department was \$28,078 under budget. This was due to primarily utilizing regular wage funding to compensate for the increased overtime costs in our Correctional Division as a result of staffing shortages.
- Successful recruitment and hiring of new employees to fill vacancies in the Corrections Division and Communications Center. At this time, we are struggling to hire and retain staff in our Corrections Division. Currently, we are down nine staff members. In the Communications Division, we are short one staff member.
- Increase the staffing in the Alternatives to Incarceration (ATI) Unit. Through the 2021 budget process and the support of the County Administrator and the County Board, we have increased staffing in the ATI Unit by one employee.
- Upgrade the microwave system that allows the public safety radio system to communicate with all of the radio tower sites scattered throughout the County. This has been completed without any interruptions to the Countywide Radio Network.
- Solidify the architectural plan for the expansion to the Alternatives to the Incarceration (ATI) Unit. This process is complete and we anticipate breaking ground in spring 2022.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$22,749,990	\$23,243,586	+\$493,596
Expenditures	\$22,749,990	\$23,215,508	-\$465,518
Result	\$0	+\$28,078	+\$28,078

Our total budget for 2021 was \$22,749,990 which included \$20,238,840 in tax levy. The inmate population increased by an average of 3.8 inmates or 1.4% compared to 2020. Additionally, meal costs were \$28,449 more than 2020 due to increased costs. We continued housing juvenile inmates for counties of Brown, Door, Marinette, Manitowoc, Oconto, Shawano, and Kewaunee. We collected revenue from juvenile boarding and adult boarding via Extended Supervision Sanctions through the Wisconsin Department of Corrections. The total revenue from boarding was \$425,942. The 2022 tax levy is \$20,960,924 and the 2022 total budget is \$23,169,681.

Issues and Challenges Ahead

Our largest challenge of 2022 will be filling our vacant positions in our Corrections Division and to retain our staffing in our Communications Center. We are fighting against a national shortage of qualified candidates and competing against many Sheboygan County businesses. We will do our absolute best and continue to lead our staff to overcome this challenge as it impacts the entire County. Additionally, we continue striving to reduce our inmate population in the Detention Center with additional alternatives to incarceration. We continue to struggle with the strain that the COVID-19 pandemic puts on our staff. Our team has endured a truly challenging and dangerous work environment this year, which will continue in 2022.

Goals and Objectives for 2022

- Operate within our budget.
- Successful recruitment and hiring of new employees to fill vacancies in the Corrections Division and maintain staffing levels within the Communications Center and Patrol Division.
- Complete the expansion of the Alternatives to Incarceration (ATI) Unit.
- Increase the staffing in the Alternatives to Incarceration (ATI) Unit.
- Complete an upgrade to our digital evidence storage array.
- Replace approximately 15,000 square feet of carpet with epoxy flooring at the Detention Center.

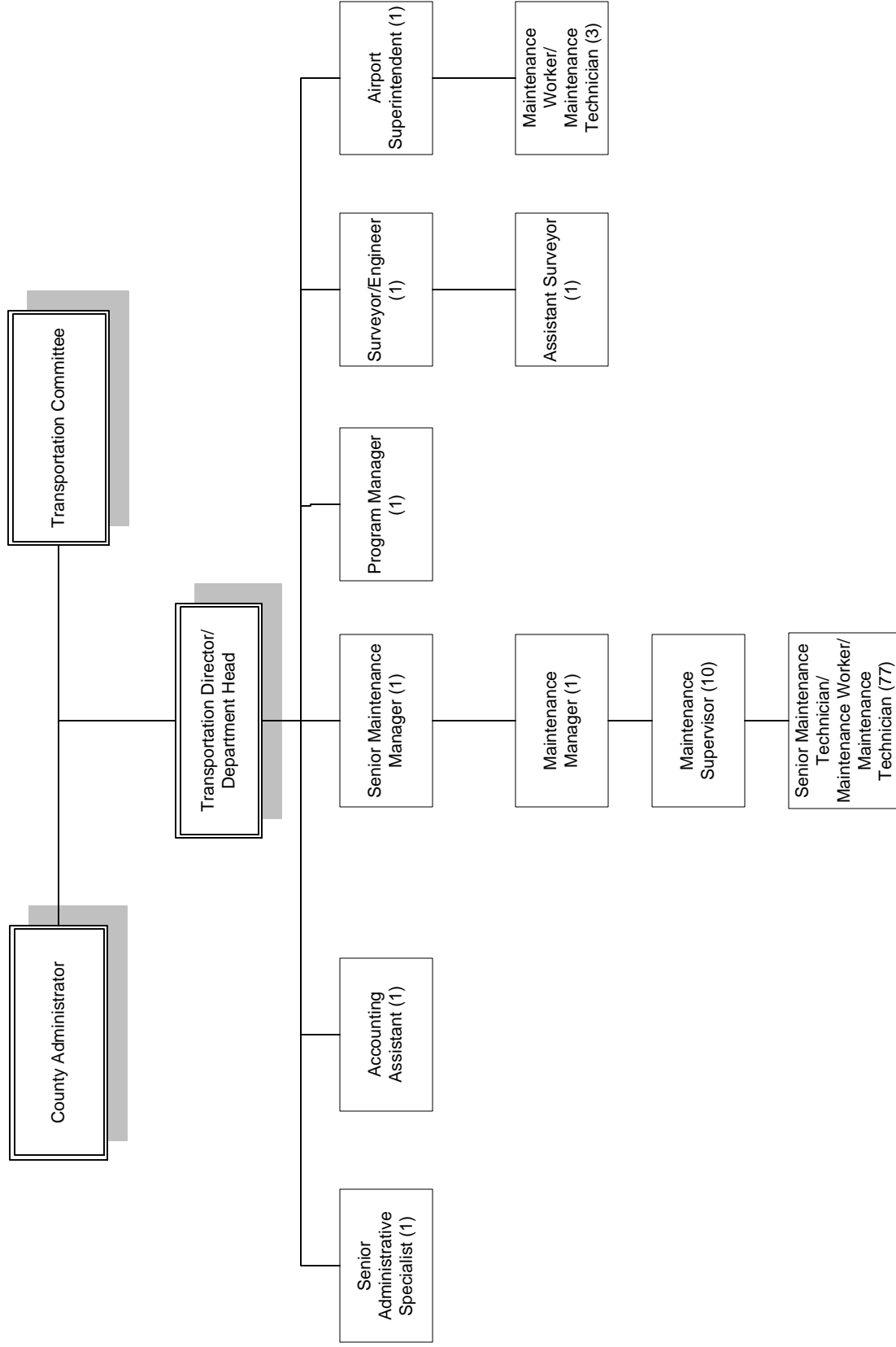
2021 Stats	
Traffic Citations/Warnings	10,586
Driving Under the Influence	254
Operating with Controlled Substance	32
Warrants/Commitments Received	712
Accidents	1,508
K-9 Activity	179
Transports	1,395
Paper Service	2,869
Incidents	19,371
911 Calls	31,754
Dispatch Administrative Calls	116,755
Text-to-911 Calls	416
Total Adult Bookings	2,367
Adult Male Bookings	1,811
Adult Female Bookings	556
Total Juvenile Bookings	245
Juvenile Male Bookings	186
Juvenile Female Bookings	59
Average Daily Jail Population:	
Adult	279.28
Juvenile	10.11
EMP	61.55

3 Year Reported Crimes Comparison			
	2019	2020	2021
Murder/Homicide	1*	0	0
Rape/Sexual Assaults	22	37	34
Robbery	1	0	1
Aggravated/Simple Assaults	62	92	91
Law Enforcement Officer Killed/Assaulted	9	10	11
Violent Total	95	139	137
Burglary	27	28	75
Theft	140	296	264
Motor Vehicle Theft	13	25	13
Arson	1	1	0
Disorderly Conduct	217	166	168
Disorderly Conduct Domestic Violence Offense related	34	68	36
Fraud	104	140	140
Non-Violent Total	536	724	696
TOTAL REPORTED CRIMES	631	863	833

* Homicide = Traffic Accident - Homicide by Negligent Operation of Vehicle

Transportation

Sheboygan County Transportation Table of Organization





SHEBOYGAN COUNTY

Greg Schnell
Transportation

February 15, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

Enclosed for your review is a brief summary of the many activities performed by the Sheboygan County Transportation Department - Highway Division and Airport Division. I am proud to provide this high-end summary of work that was completed in 2021.

In 2021, the Transportation Department scheduled 29.95 miles of road to be paved. As the season transitioned into late fall, we elected not to sacrifice the quality of our pavement and moved 4.01 miles of paving from the 2021 schedule to the 2022 schedule when the weather would be more favorable. In 2021, we completed 25.94 miles of county paving and 20.94 miles of municipal paving, for a total of 46.88 miles. Additionally, in 2021, we witnessed the culmination of many years of planning come together for the Ryder Cup golf tournament. This large-scale event impacted the schedule of road and maintenance projects, staff resources, and traffic at the Sheboygan County Memorial Airport. Our Department's role, along with many other departments, was vital in proving that our community can handle such a large-scale event. Looking ahead, we will be activating staff and resources to assist with traffic control for a second year of the National Association Stock Car Association Racing (NASCAR) event at Road America.

In 2021, the U.S. Customs and Border Protection began operations at the Airport. This service has allowed our Airport tenants and visitors from around the world to fly directly to Sheboygan County rather than having to stop at another airport to clear Customs. We have received positive feedback from these users, as it provides a significant convenience and cost savings. In addition, the NASCAR and Ryder Cup events generated a heavy amount of traffic at the Airport and we look forward to making the 2022 NASCAR event an even bigger success.

Thank you to the County Board, the County Administrator, and to the Sheboygan County tax payers for your support. We have accomplished many great projects over the years and that would not have happened without your leadership and support.

Respectfully submitted,

Greg Schnell
Transportation Director

Highway Division

Mission Statement and Summary of Responsibilities

The Highway Division's mission statement is: Creating Safe and Reliable Transportation – Today and Tomorrow. Communities depend on transportation. It directly affects their quality of life by connecting people to jobs, getting people to and from their activities, bringing tourists to the area and shipping products.

The primary responsibilities of the Highway Division are the maintenance, design, and construction of the 450-mile system of County Trunk Highways. In addition, the Division functions as the maintenance agency for 170 miles of State Trunk and Interstate Highways within the County, along with 465 miles of local township roads. This equates to 2,168 lane-miles of maintenance responsibility. Additional major operations include gravel crushing, blacktop production, grading and construction, bridge maintenance and inspection, and roadway marking and signing.

Goals and Objectives Achieved in 2021

- **Pave 30 miles of county trunk highway.** Due primarily to weather, we missed our goal by 4.01 miles. We also had numerous other projects and large-scale events so this 4.01 miles was rescheduled to be paved in 2022.
- **Reconstruct County Road A from Glenbeulah to State Highway 23.** Goal accomplished. This corridor connects the Village of Glenbeulah with State Highway 23. The project required a complete reconstruction including a new drainage section, base aggregate, new asphalt, and signage. In 2020, we replaced a bridge from 1916 on this corridor as well.
- **Develop a proposal to replace our 35-year-old asphalt plant.** Goal accomplished. As part of our 2021 budget process, we introduced the need to replace the County's asphalt plant. Our areas of concerns were availability of parts and the loss of efficiency. The replacement of the asphalt plant will be largely paid for with proceeds from the Transportation Fund.
- **Develop a comprehensive plan outlining the needs of our outlying facilities.** Goal accomplished. Our next steps are identifying funding during the budget process, and prioritizing the improvements needed at each facility. The three facilities are our 28- year-old Northside Shed, 51-year-old Southside Shed, and 35-year-old Cascade Shed.
- **Investigate the installation of water utilities to the Cascade facility.** Goal accomplished; however, it was rolled into the previous goal of outlining needs in a comprehensive plan for the outlying facilities.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$21,744,553	\$22,213,725	\$469,172
Expenses	\$22,079,457	\$22,512,850	-\$433,393

Our total 2021 adopted operating budget was \$19,655,137; the total 2021 adjusted operating budget was \$22,079,457. The Highway Division finished 2021 with a positive variance of \$35,779 (which includes unbudgeted depreciation of \$2,142,043). This positive variance is largely due to the amount of municipal and state work that was performed throughout 2021 and sales tax revenue came in better than expected. We adjusted our budget assumptions by approximately \$76,000 due to the delay of our Local Road Improvement Project. We needed to increase our budget by \$2,118,000 due to an increase in work on the state and municipal system.

Our 2022 approved budget is \$23,134,397 and the tax levy is \$1,501,012.

Issues and Challenges Ahead

One of the requirements to work at the Transportation Department is to hold a Commercial Driver's License (CDL). As of February 2022, individuals will be required to attend a 4-6 week course, making the course curriculum much more rigorous. This requirement will add further delays to our hiring process. Prior to this new requirement, there was already a shortage of CDL drivers. As a result, the Transportation Department may need to help offset the cost of schooling, and provide the resources needed to take the driver's test such as a truck and trailer. The Transportation Department will be challenged to work on a plan that is sustainable, not only from an education and training stand point, but from a wage and benefit stand point as well.

Goals and Objectives for 2022

- Pave 25 miles of county trunk highway, including the 4 miles moved from 2021.
- Reconstruct County Road V from State Highway 57 to the Town of Lyndon town line.
- Reconstruct the intersection of County Road V and County Road I, and replace the bridge east of Waldo on County Road V.
- Prioritize the improvements needed at the Northside, Southside and Cascade sheds including the water / sewer at the Cascade shed during the annual budget process.
- Oversee the reconstruction of the intersection at Indiana Avenue and Taylor Drive in Sheboygan.

Airport Division

Mission Statement and Summary of Responsibilities

The Airport Division will provide outstanding airport support services, leadership, planning, and development so as to provide a safe, modern, and efficient transportation facility for our citizens, air travelers, airport tenants, and clientele.

The Airport Division is responsible for the development, maintenance, and operation of the airports 1,094-acre airside and landside infrastructure. This includes keeping the facility operational, and is also required to respond to airport incidents, emergencies, and other airport related situations 24 hours a day, 365 days a year.

The Airport Division is responsible for administering Sheboygan County Code of Ordinance Chapters 61 – 64 which relate to Airport Minimum Standards and Safety.

Sheboygan County Memorial Airport has approximately 40,000 annual aircraft operations and is capable of handling international range business jets. It is the fifth busiest General Aviation airport in the state and eighth busiest overall. The airport is part of the National Integrated Plan of Airport Systems, and receives federal grants for projects through the Airport Improvement Plan. Additional funding sources include the Wisconsin Bureau of Aeronautics, bond proceeds, airport-generated funds, and public-private partnerships. Federal and state grants offset capital project costs by over 90%.

Goals and Objectives Achieved in 2021

- Began U.S. Customs service in April.
- Collaborated with local partners and agencies to provide support for NASCAR and Ryder Cup events.
- Selected consultant for upcoming capital projects, including Taxiway B center construction, Taxiway A and F construction and realignment, and construction of the Maintenance Building.
- Began design for Taxiway A and B project.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$691,678	\$622,856	-\$68,822
Expenses	\$862,806	\$707,767	\$155,039

The approved 2021 budget was \$500,358. The 2021 levy appropriation was \$211,025. 2021 budgeted revenue was \$289,333. The Airport Division finished 2021 with a positive variance of \$86,217. This positive variance is associated with carryover of funds.

Our 2022 approved budget is \$805,850 and the tax levy is \$220,154.

Issues and Challenges Ahead

Sheboygan County and the Federal Aviation Administration would like to see an airport with this level of activity and size be more self-sufficient and no longer reliant on property tax levy. Currently, the revenue generated at the Airport is through fuel flowage fees, land leases, and tax levy.

Several rounds of federal stimulus grants were distributed in 2020 and 2021. We have used a portion of the funding to reimburse certain expenses and plan to use more this year. These funds will help us acquire much needed equipment and complete necessary maintenance on the airfield that has historically been difficult to fund. The challenge has been satisfying the assurances that come along with these grants such as purchasing equipment that meets the Buy American Law. We will be working with the County Administrator and Finance Department to ensure the appropriate use of these funds.

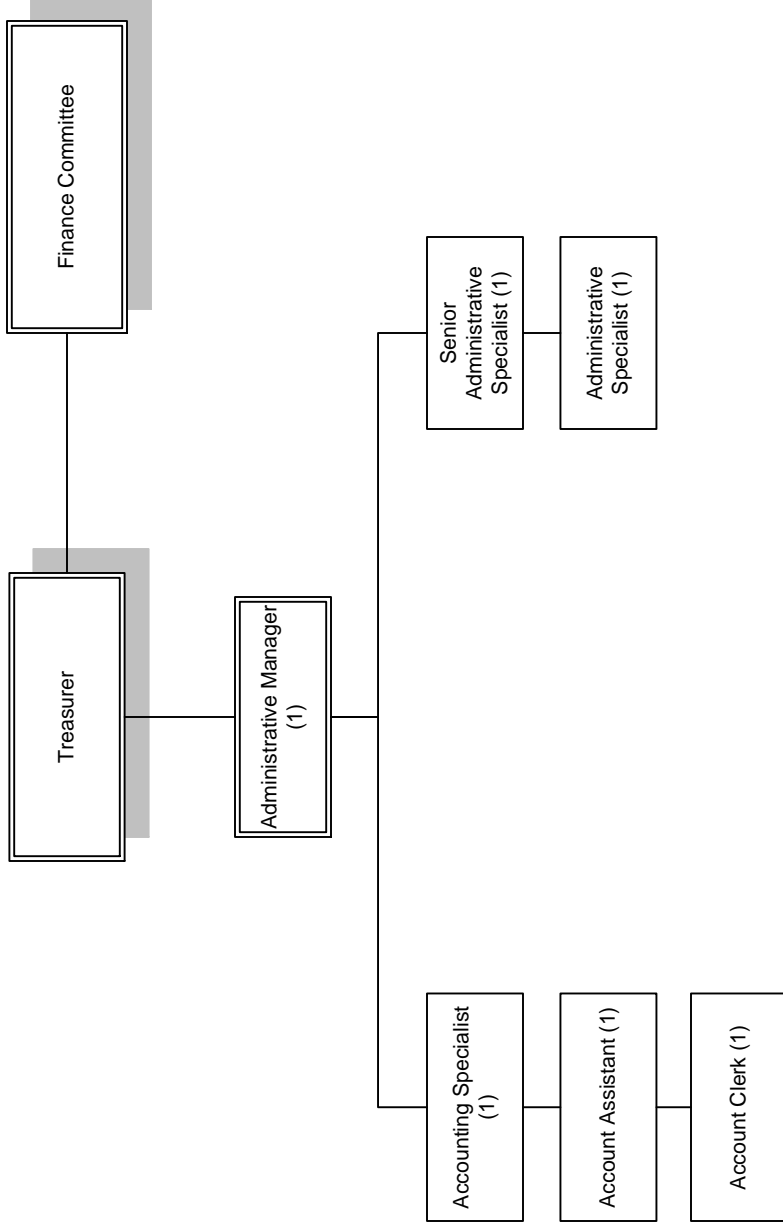
Additionally, NASCAR is scheduled to return to Road America again this July. There were a lot of lessons learned from last year's two, large-scale events and we plan to implement several changes to ensure another year of successful operations at the Airport. The Wisconsin Bureau of Aeronautics will again be financially supporting the County for the temporary control tower and aircraft rescue and firefighting services for this event.

Goals and Objectives for 2022

- Finish design of Taxiway A and B project and secure funding from the Federal Aviation Administration.
- Utilize federal stimulus grants to complete necessary airfield improvements and equipment acquisition.
- Work with local partners and agencies to plan and execute safe and successful operations during the NASCAR event.
- Acquire and implement runway broom truck into the snow removal equipment fleet.
- Acquire and implement new tractor for mowing and snow removal operations.
- Identify opportunities to increase revenue to reduce our reliance on the tax levy.

Treasurer

Sheboygan County Treasurer Table of Organization





SHEBOYGAN COUNTY

Laura Henning-Lorenz
Treasurer and Real Property Listing

February 18, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

On behalf of the Treasurer's Department, I am pleased to present our 2021 Annual Report.

Through another year of the COVID-19 pandemic, the entire department made several adjustments to serve our customers safely. The added strain that a continued pandemic placed on team members does not go unnoticed.

The Treasurer's Department team are thoughtful when handling matters with our customers, hard-working, ethical, adaptable, and steadfast. I am proud of them, as they go above and beyond every day to give our customers the best possible service.

Additionally, I want to thank you for supporting our department and providing resources for us to carry out our mission. Our mission allows us to provide important services to the public and many units of government on a daily basis.

Respectfully Submitted,

Laura Henning-Lorenz
Treasurer/Real Property Listing

Mission Statement and Summary of Responsibilities

The mission statement of the Sheboygan County Treasurer's Department is to serve the public and other units of government in the most friendly, efficient, and effective manner possible by providing treasury, assessment, tax, and real property information.

The Sheboygan County Treasurer is an elected public official, whose constitutional duties are defined in Wisconsin State Statute, section 59.25. The Real Property Listing duties are defined in Wisconsin State Statute, section 70.09. Those two divisions blend well together in our office, providing our taxpayers with a one-stop-shop experience. The responsibilities include public service, treasury management, land records administration, reporting, and record retention, and organization.

Goals and Objectives Achieved in 2021

- Ordinance No. 8 – The Department worked with the County Administrator, County Board Chairperson, Corporation Counsel, and Finance to draft an ordinance that would waive the penalty (not interest) on all delinquent 2020 real estate taxes, and continue waiving the penalty on delinquent 2019 second installment real estate taxes to provide ongoing relief to taxpayers during the pandemic. The County Board unanimously passed the ordinance on February 16, 2021.
- Help for Homeowners – The Department continued learning about new resources for homeowners through the Help for Homeowners program, provided through the State of Wisconsin and Office of the State Treasurer. We were able to connect our delinquent property owners with these resources as they were made available. We also worked collaboratively with Lakeshore Community Action Program (CAP) and were able to directly help eight property owners directly affected by the pandemic.
- Tax Foreclosures – It is a pleasure to report that no occupied homes were taken and sold through the tax foreclosure process in 2021. We worked hard prior to judgments to get property owners off of the list, utilizing the many resources available.
- Credit Card Payment Options Expanded – Three County departments/divisions worked with our credit card vendor to go live in March. This provides our customers with more options when purchasing products or paying for services.
- Onboarded two employees – the Department hired a Deputy Treasurer/Administrative Manager in April following a retirement. This was an internal promotion, requiring the Land Description Technician III position to also be filled.
- Audited Drainage District – In April the Department collaboratively worked with the Ozaukee County Farm Drainage District No. 1 to audit parcels within that district and make updates to ensure that both entities have reconciling data.
- Audited Sanitary District – The Hingham Mill Pond Sanitary District was audited, an eight-month collaborative effort by the District and their surveyor, and the Town of Lima. During this process, boundary lines were re-defined in areas of question and records on file now align with the original intent of the District's boundary.
- Tyler Munis – Several team members attended Tyler Munis training to prepare for the new accounting system.
- SNAP (Supplemental Nutrition Assistance Program) – Worked collaboratively with

the Health and Human Services Department to set up banking for the SNAP program. This allows the Health and Human Services Department to receive electronic payments for this meal program.

- GCS Land Record Enterprise Software System – We began the process of procuring an agreement from GCS Software in anticipation of moving from our current platform to a web-based platform, LandNav Web, in 2022.
- Tax Planning – Worked with ten municipal treasurers and their eight banks to develop a hybrid for first installment tax collection due to the COVID-19 pandemic. Subsequently, our Department communicated with all 28 municipal treasurers to establish customized verbiage for their tax bills.
- Compliance – The Department submitted the Statewide Parcel Map data to the State of Wisconsin and passed compliance measures.

Budget

The total 2021 operating budget for the Treasurer and Real Property Listing Department was \$725,717, of which \$564,117 was property tax levy. Our Department ended 2021 with a \$14,387 positive variance. The positive variance was mainly attributed to higher than anticipated agriculture use conversion fees. There were no significant budget modifications.

	2021 Budget	2021 Results	Variance
Revenues	\$751,270	\$747,761	-\$3,509
Expenses	\$751,270	\$733,374	\$17,896
	\$0	\$14,387	\$14,387

The Treasurer and Real Property Listing Department was successful in achieving the 2022 budget target. The total operating budget for our Department for 2022 is \$741,269, of which \$581,526 is property tax levy. We have a history of functioning frugally and we continue to search for cost saving processes and procedures for the people that we serve.

Issues and Challenges Ahead

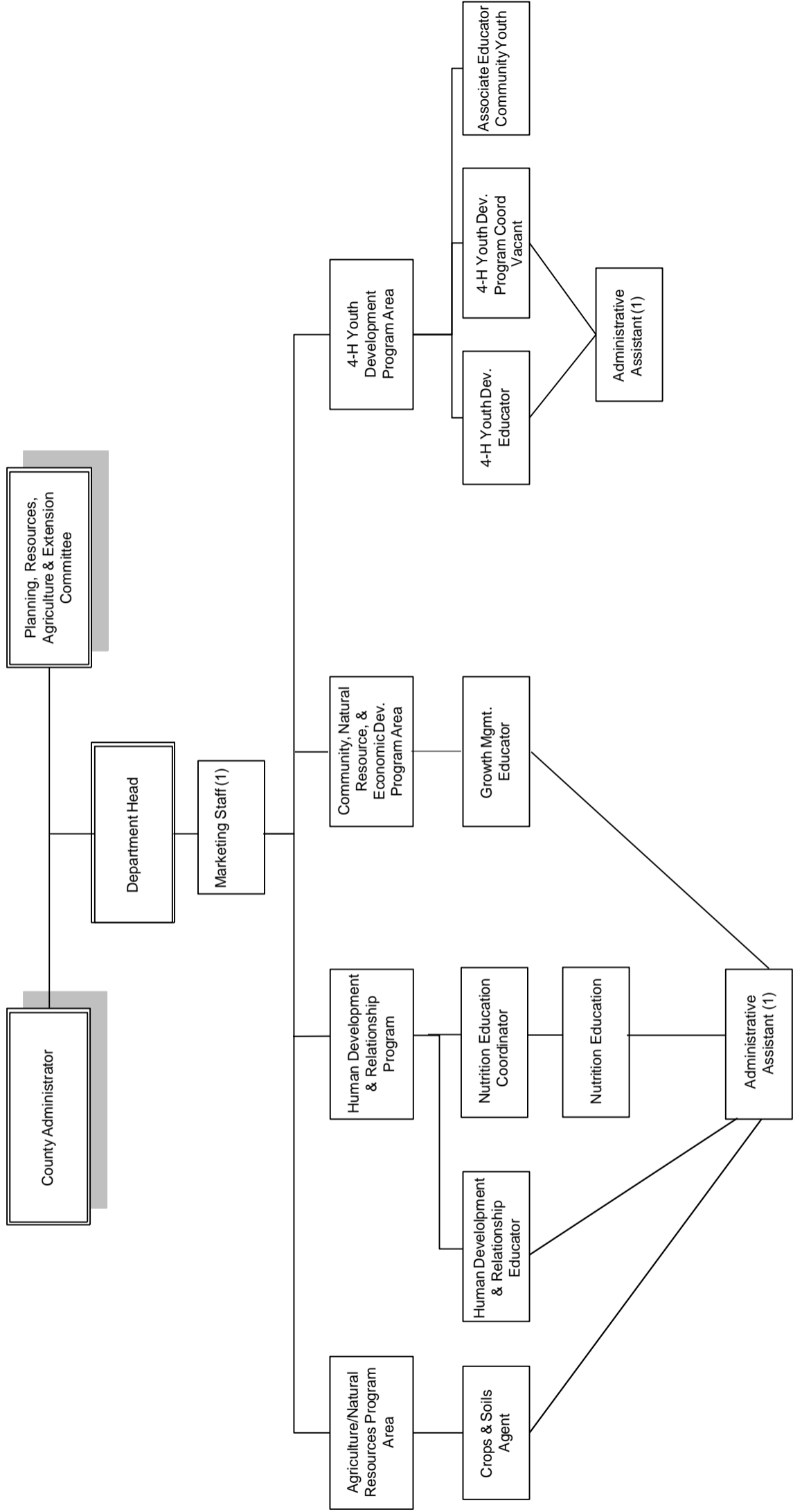
Certainly, the ongoing COVID-19 pandemic continues to be a challenge. Our Department has continued to maintain the safety measures that are currently in place for Sheboygan County.

Goals and Objectives for 2022

- Convert to the new land record web-based platform, LandNav Web.
- Commence updating LandNav Web instructions.
- Continuing education for team members.
- Work in collaboration with the Finance Department on implementation of the new accounting system, Tyler Munis.

U. W. Extension

Sheboygan County University of Wisconsin-Extension Table of Organization





SHEBOYGAN COUNTY

Cindy Sarkady

Extension, Sheboygan County-University of Wisconsin-Madison

WISCONSIN

February 1, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to submit the 2021 Annual Report for Extension, Sheboygan County, University of Wisconsin-Madison. Our goal is to provide quality educational programs to empower the people of Sheboygan County to gain knowledge, build capacity, strengthen collaboration, and develop relationships with key partners in the community.

Highlights of the various educational outcomes in 2021 include: Town of Herman Plan Commission and Board, along with representatives from Lakeland University, used revised maps and ordinance templates provided by Extension Sheboygan County to amend the Town's Future Land Use Map for a potential business/research park; 104 Sheboygan County 4-H members age 13 and up responded to an online survey inquiring about their 4-H experience. In Sheboygan County, 78% of the youth agreed that 4-H gave them the opportunity to explore something they really care about. Furthermore, 39% said that was "very true" of their experience in the 4-H program.

I want to thank the County Board and County Administrator for your collaboration and support.

Respectfully Submitted,

Cindy Sarkady
Area Extension Director

Mission Statement and Summary of Responsibilities

Through Extension, Sheboygan County, University of Wisconsin-Madison, the people of Sheboygan County and beyond can solve their most pressing issues and uncover their most promising opportunities through hundreds of programs and initiatives.

Fundamental to this mission are Extension, Sheboygan County, University of Wisconsin-Madison's partnerships with Sheboygan County government, UW Green Bay, Sheboygan campus, and other public and private organizations. Extension, Sheboygan County, University of Wisconsin-Madison's wide-ranging initiatives impact over 15,000 Sheboygan County residences directly and indirectly every year by providing access to University resources and engaging people in learning and transforming their lives wherever they live and work.

Summary of responsibilities include the following:

- Supporting personal growth, professional success, and organizational effectiveness through formal and informal learning.
- Addressing the changing needs of the state and community by conducting, applying, and conveying relevant university research.
- Integrating a scholarly approach to outreach into Sheboygan County focusing on Youth Development, Community Development, Human Development & Relationships, Nutrition, and Agricultural education.
- Addressing the specific educational needs of underserved populations in our community.
- Empowering area residents to make informed decisions, become more self-sufficient, improve their lives, and add value to the communities in which they live.

Goals and Objectives Achieved in 2021

- Assisted the Town of Lima in addressing the emerging issue of accessory dwelling units (ADU) by guiding local officials through the process of creating and adopting regulations that will make the ADU option available to homeowners while continuing to preserve the town's rural character. After many meetings with the Town of Lima and review of draft regulations, the Town made an informed decision not to add accessory dwelling units to its ordinance at this time.
- Guided the Town of Herman through the process of amending its Future Land Use Map and adjusting its Farmland Preservation Zoning (FPZ) to allow Lakeland University to begin the design and preliminary development of a business/research park adjacent to its existing campus. The Town used revised maps and ordinance templates provided by Extension Sheboygan County to amend its Future Land Use Map and adjust its FPZ.
- Planned and facilitated 12 monthly opportunities for older youth members and adult volunteers to motivate, lead, and connect youth with opportunities to explore new skills, expand their knowledge, and gain hands-on experience in work-related areas of interest.
- Co-facilitated two (ten-part), evidence-based Aging Mastery Program through a grant from the National Council on Aging. Participants updated their medication management tool, completed a falls prevention checklist of their homes, researched local resources for

community engagement, evaluated their financial plans, and reviewed/updated their advance directives. Participants were also encouraged to consult with their doctors to safely include new exercise tools, and to review their dietary intake for healthy eating.

- Co-developed and co-facilitated a six-part series focused on lessening social isolation for residents in February/March 2021. Participants were connected to resources they were not aware of before attending the series. Participants indicated they will use at least one skill or tool they learned, and that the programs provided them with skills to be more connected to others.
- Developed and implemented educational programs in Agronomy with an emphasis on cover crops and conservation management aimed at improving the profitability of cropping systems. This programming is done in cooperation with the farmer-lead watershed groups as well as on the United States Department of Agriculture (USDA) Demo Farms.
- Developed educational programs to inform county educators and growers about the importance of climate change to Wisconsin’s agriculture. Three sessions were planned for 2021. Extension staff attended a professional development webinar series for Agriculture and Natural Resource Institute Extension Specialists and county educators to learn about “Climate Change and Agriculture in Wisconsin.
- Taught 91 FoodWise classes to 523 contacts. In July, FoodWise returned to select in-person classes, based on partner requests. In September, FoodWise returned to teaching in-person lessons to kindergarten classrooms at 7 Sheboygan Area School District elementary schools. Nearly 10,000 older adults, including all 8 Aging and Disability Resource Center senior meal sites, received the monthly “Stay Home, Stay Healthy” senior newsletter. The local FoodWise Facebook page reached 4,251 users.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$448,387	\$438,261	-\$10,126
Expenses	\$448,387	\$379,804	\$68,583

The Extension, Sheboygan County, University of Wisconsin-Madison 2021 budget was \$448,387, with actual expenses of \$379,804. The 2021 levy amount is \$413,450. The total approved budget for 2022 was \$443,928. Our Department ended 2021 with a \$58,457 positive variance. The 2021 budget goals were accomplished primarily by responsible operations, pursuits of matching funds, sustainable program revenue, and support from community, county, and state stakeholders.

Our approved budget for 2022 is \$443,928 with a property tax levy of \$408,443.

Issues and Challenges Ahead

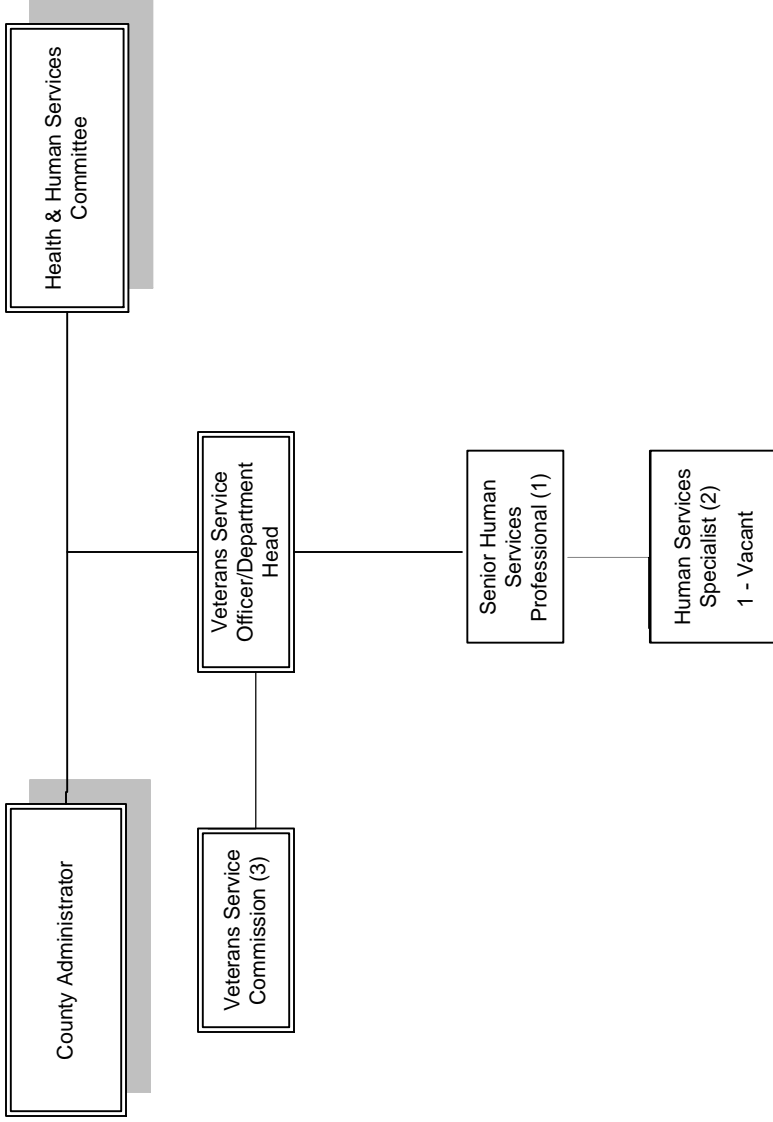
Due to COVID-19, many of the educational programs Extension offers are a hybrid of in-person and virtual. Hiring continues to be a challenge due to limited pools of qualified candidates.

Goals and Objectives for 2022

- Work with the City of Sheboygan Falls to develop and distribute a citizen opinion survey, then tabulate and analyze the results, which will be presented to the City in a report it can use to guide its 2022 comprehensive plan update, budgeting, and decision making.
- Provide groundwater and private well education through a local well water testing event in the Town of Sheboygan to be held in cooperation with Sheboygan County Planning and Conservation, and the certified lab at UW-Stevens Point.
- Reinvent and implement 12 monthly opportunities, including Sheboygan County 4-H Youth Leadership Council and the 4-H Horse and Pony Project Youth Council, for youth ages 13 and up to feel connected, included, and welcome in programs, the organization, and various community spaces.
- Involve three youth in planning one “Familias Unidas” resource fair event by May 2022.
- Identify 10 youth and families from the Hmong community to participate in bicultural identity/youth adult partnerships program (grant pending) by April 2022.
- Develop and facilitate a winter series focused on lessening social isolation.
- Plan and implement a statewide training for colleagues and community partners to facilitate an end-of-life seven-part series.
- Facilitate one or two Aging Mastery series.
- Develop and implement programs and resources to evaluate farm enterprises and/or farm business feasibility to make informed decisions regarding whole farm viability.
- Develop and deliver research-based educational programming for farmers and agribusinesses to improve farm productivity, profitability, viability, and sustainability by increasing their knowledge and adopting best management practices to improve dairy production, animal health, and animal well-being in dairy cattle and dairy replacements.
- Develop and implement three educational programs that focus on soil health, cover crops, and systems that protect our natural resources.
- During the 3-year Community Health Improvement Plan cycle (by 2023), FoodWise will provide leadership to the Sheboygan County Activity and Nutrition Coalition in reaching established objectives and activities through increased collaboration among health leaders.
- By September 2022, 70% of teachers and/or parents will report observing children reading more food labels and/or observed healthier eating.

Veterans Service

Sheboygan County Veterans Service Table of Organization





SHEBOYGAN COUNTY

Todd A. Richter
Veterans Services

February 4, 2022

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to present the 2021 Annual Report for the County Veterans Service Department and Veterans Service Commission.

Our client base consists of approximately 7,300 veterans and their families. We provide advocacy and aid for these residents, helping to bring in over \$40 million of federal benefits annually to Sheboygan County. Along with federal benefits, we help connect Sheboygan County veterans and qualifying family members to State and other local benefits, as well. This includes the Wisconsin Property Tax Credit, Wisconsin GI Bill, and the Veterans Service Commission. These benefits are core examples of why Wisconsin - particularly Sheboygan County - is a great place for veterans to settle.

Despite the ongoing COVID-19 pandemic, the Veterans Service Department continued to work through challenges. I am proud to say we continued serving County veterans with the superior service that is expected. We take pride in working as a team to develop new and unique ways to deliver services. As a team, we kept lines of communications open with all of our clients, and were able to assist virtually when needed.

We are currently at full staff with three full time positions. These positions consist of myself, the Assistant County Veterans Service Officer, and a Veterans Benefit Specialist. We are accredited with multiple organizations to represent clients and file claims to the US Department of Veterans Affairs. I am proud of the work accomplished by the Veterans Service Department. We work as a team, and form bonds with our clients as well. Being veterans ourselves, we understand the issues other veterans face and the importance of helping them navigate the system.

I am confident that the Veterans Service Department will continue to adapt. I am excited for what 2022 will bring, and look forward to continuing our advocacy for veterans by developing new ways to help this community. We appreciate the guidance and support from our County leaders, and the trust you have in the Veterans Service Department.

Respectfully Submitted,

Todd Richter
Veterans Service Officer

Veterans Service Department

Mission Statement and Summary of Responsibilities

The Sheboygan County Veterans Service Department will provide timely and quality service for veterans seeking assistance with local, state, and federal benefit programs. We advocate for and support the military veterans and their families in our county.

The Veterans Service Department was established under Chapter 45, Wisconsin Statutes, which mandates that each county in Wisconsin shall appoint an honorably discharged veteran of the US military service to the position of County Veteran Service Officer (CVSO). The CVSOs primary function is to act as an advocate for veterans, their dependents and survivors. These duties include but are not limited to:

- Work under the three main benefit pillars of the Federal and State Veterans Affairs (VA); Health Care, Compensation/Pension and Mortuary Affairs.
- Healthcare enrollment for spouses and children that are eligible.
- Transportation to VA healthcare appointments.
- Mission Act eligibility.
- Compensation benefits for veterans that sustained an injury while serving on active duty.
- Compensation benefits for surviving spouse and children who meet the VA qualifications.
- Pension for veterans or spouse that may require in-home healthcare, assisted living or nursing home care.
- Maintain a record of burials of all veterans within the county.
- Apply for Burial Benefits for veterans that passed from service connected injuries and nonservice connected injuries.
- Obtain Grave Markers, Headstones or Medallions.
- Help register for state or federal cemetery burials.
- Provide a flag and marker for veterans grave site.
- Work with local funeral homes to ensure Military Honors are provided for veterans that qualify.
- Wisconsin Driver's License Identifier.
- Sheboygan County Veterans Service Commission.
- Partnering with other local agencies to help veterans that are in need.

Goals and Objectives achieved in 2021

- Staff obtained continuing education units required to retain accreditations.
- Built partnerships with local organizations and businesses to do community outreach and promote the benefits we offer to veterans and eligible dependents.
- Developed new partnerships to address veteran homelessness and veteran suicide.
- Implemented new software that allows for obtaining signatures on smart devices to ensure safety of the community during the COVID-19 pandemic while maintaining a high level of service. This allows the Department to provide more services remotely.

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$304,924	\$310,086	+5,162
Expenses	\$304,924	\$302,062	+2,862

The Veterans Services Department approved budget for 2021 was \$304,924 with a positive variance of \$8,024 for 2021. Our approved budget for 2022 is \$318,218 with a property tax levy of \$304,568.

Issues and Challenges Ahead

The Veterans Service Department will continue to look for new ways to promote services, making veterans and eligible dependents aware of benefits for which they may be eligible. This is challenging due to ever-changing laws and new veterans continuing to move to the area. The COVID-19 pandemic has magnified this challenge due to lack of activities that bring these individuals together.

Additionally, the Veteran Service Department continues to seek training opportunities for staff to receive the required continuing education units needed to maintain accreditation, and stay current with changes made to veteran benefits.

Finally, our Department lost a part time, contracted employee in 2021. This has made it difficult to staff the reception area. The request has been made for a replacement from New Curative but they have not been able to fill this position.

Goals and Objectives for 2022

- Explore Affordable Rescue Plan Act (ARPA) funding and other grant opportunities to fund the expansion of the Veterans Ride Program, which will also assist with rides for the Aging & Disability Resource Center.
- Evaluate the homeless population in Sheboygan County and work with Sheboygan County and community partners to develop a strategy to help mitigate homelessness with a focus on veterans.
- Collaborate with fellow County departments housed in the Aging & Disability Resource Center building and other stakeholders to develop a plan to possibly redesign and improve the traffic flow and safety of the parking lot.

Veterans Service Commission

Mission Statement and Summary of Responsibilities

The County Veterans Service Commission (CVSC) was established under Chapter 45 (45.81) of the Wisconsin statutes which mandates that each county in Wisconsin have in place a three-member CVSC to provide financial aid to needy veterans, their survivors and dependents. The Commission consists of three honorably discharged veterans who are appointed to serve staggered three-year terms. They annually elect a Chairperson and Secretary.

Goals and Objectives Achieved in 2021

- Deployed volunteer drivers to provide veterans with rides to medical appointments after the program was temporarily suspended due to the pandemic.
- Advertised services offered through the commission with the assistance of local partnerships.
- Revised Commission policy to meet the current needs of local veterans and continue to monitor policy for improvements.
- Cases Accepted: 11
- Cases Not Accepted: 1

Budget

	2021 Budget	2021 Results	Variance
Revenues	\$20,797	\$20,797	+0
Expenses	\$26,597	\$16,180	+10,417

The Veterans Service Commission approved budget for 2021 was \$20,797 with a positive variance of \$10,417. Our approved budget for 2022 is \$20,812 with a property tax levy of \$20,812.

Issues and Challenges Ahead

The Veteran Service Commission has seen an increase in applications for healthcare-related costs. Due to the higher costs of these expenses, the Commission cannot fully resolve these issues with the funds available. Additionally, the Commission prioritizes maintaining the Veteran Ride Program to ensure all underserved veterans are able to get medical and mental health treatment appointments as needed. The Commission continues to be challenged to promoted services offered throughout the community.

Goals and Objectives for 2022

- Investigate ways to expand the Veteran Ride Program to ensure underserved veterans are able to seek and maintain medical and mental health treatment.
- Build partnerships with local organizations to help alleviate the Commission's budget restraints to deliver much needed services.
- Develop advertising strategies to promote the services offered.