



WISCONSIN

2023 ANNUAL REPORTS

AND

TABLES OF ORGANIZATION

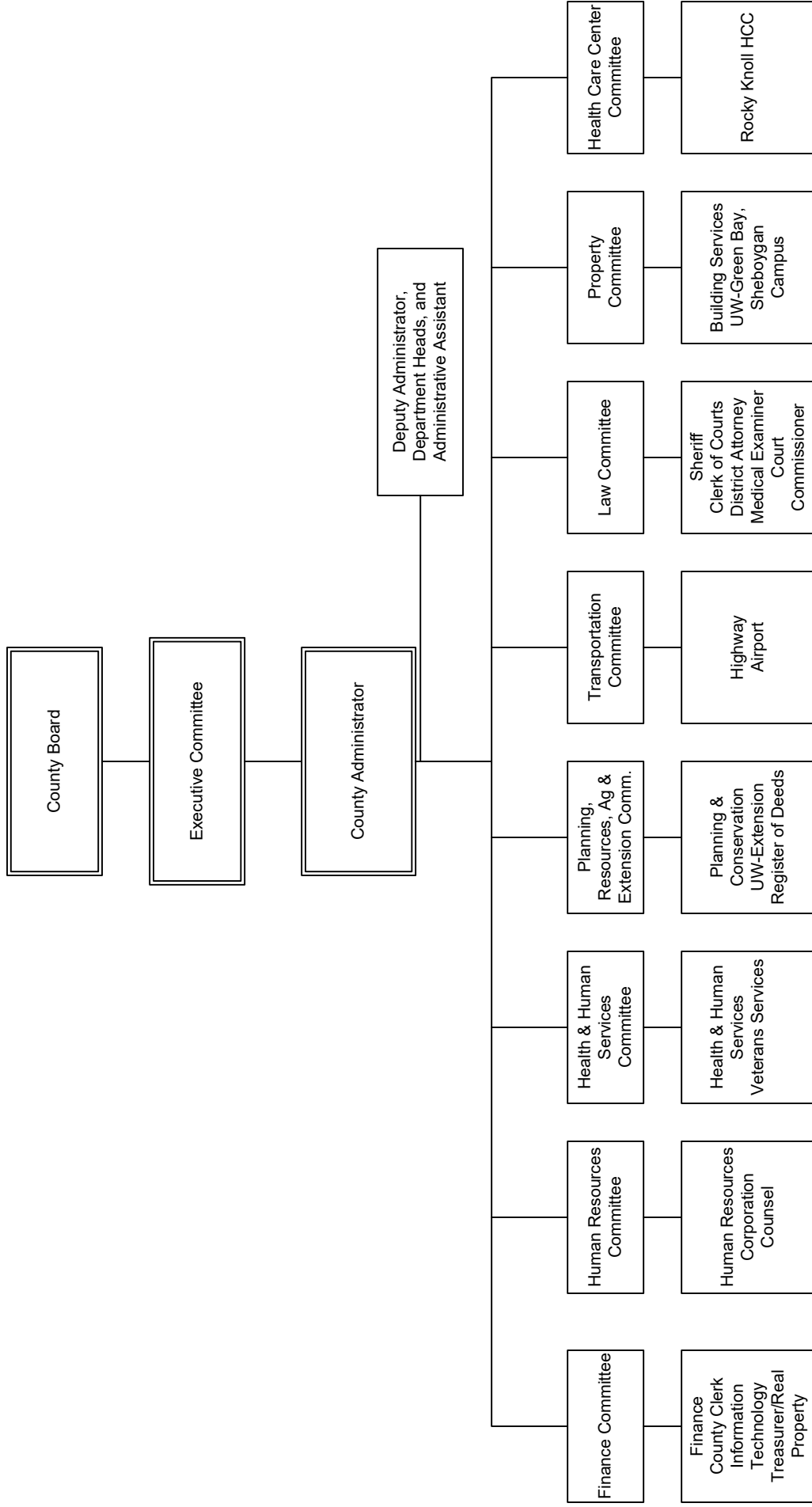
2023 ANNUAL REPORTS AND TABLES OF ORGANIZATION

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

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

2023 Department Annual Reports

The mission of Sheboygan County is to provide courteous, responsive, efficient, and effective services to those we serve. The County provides a broad array of services, including maintaining our bridges and roads, administering elections, providing law enforcement, protecting natural resources, issuing various certificates and licenses, operating the state court system, maintaining land records, and offering critically important health and human service programs. Despite the ongoing challenges of underfunded state mandated programs, competing demands for more services, and striving to provide property tax relief, Sheboygan County continues to provide excellent service in a fiscally responsible manner.

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 2024 budget process during 2023 that included:

- Investments in staffing and facility upgrades at Rocky Knoll Health Care Center
- Tuckpointing and window replacement at the Courthouse to preserve the historic building
- Enhanced child welfare and behavioral health services to meet referral demand and ensure caseload size is maintained at best practice levels
- Improving our local transportation system, including our roads, bridges, and airport
- Investments in staffing and equipment replacement for the Sheriff's Department, including application of new State Supplemental Shared Revenue

The \$191.5 million budget supports 19 departments, 875 employees, hundreds of contracted service providers and more than 200 programs and services. The County's tax levy *rate* decreased from \$4.37 in 2023 to \$3.89 in 2024. This will be the 8th consecutive year the property tax rate has gone down. The total property tax levy is \$53.7 million, which is an increase of 1.69% or \$891,161 from 2023.

Pursuant to the Sheboygan County Code of Ordinances, annual goals and objectives were established for each department and the County as a whole, and actively pursued throughout the year. The enclosed department annual reports are concise, consistently formatted and consolidated for ease of review. Each department has a mission statement, a summary of responsibilities, a brief summary of the accomplishments of the past year, and goals for the future. In addition, updated tables of organization are included for each department.

The *Building Services* Department maintains and improves the physical plant and supporting equipment, conducts ongoing maintenance, and performs custodial responsibilities for numerous buildings (458,800 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 ***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. Additional responsibilities include scheduling court appearances, taking minutes in the courtroom, 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 law firm of Hopp, Neumann, Humke, LLP provides ***Corporation Counsel*** legal services to Sheboygan County. Annually, the Corporation Counsel prepares numerous resolutions and ordinances, reviews contracts, and provides 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 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 Department 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. 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 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. 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. Annually, the Department assists with the budget development process including a 5-year Capital Plan, and preparation of the County's Comprehensive Financial Annual Report. For the ninth consecutive year, the County anticipates receiving the Certificate of Achievement for Excellence in Financial Reporting.

The ***Health and Human Services*** Department's 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 ranging from community-based services for mental health, senior services, hotel and restaurant inspection, substance abuse assessments, prenatal care, child protective services, and job placements.

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.

Information Technology (IT) partners with and supports all other County departments, providing technical expertise and project management oversight. The IT Department accomplishes this with a 24-hour Service Desk to provide planning, management, and implementation services for all systems, networks, and devices.

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 Department responds to a variety of calls in the County, as well as trauma hospitals where county residents are transported after injury.

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

The **Register of Deeds** Department 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. The land records represent \$14.3 billion in real estate within the borders of Sheboygan County.

Rocky Knoll Health Care Center is a licensed and certified as a Skilled Nursing Facility that provides compassionate care to residents to enhance their quality of life. Rocky Knoll offers a full range of services including short-term rehabilitation, outpatient therapy, and traditional long-term care.

The **Sheriff's** Department responsibilities include keeping the peace, enforcing the law, administering the jail, and providing bailiffs for the Circuit Courts. Additionally, the Sheriff's Department serves and executes all processes, writs, precepts, and all other lawful orders issued by the courts. While carrying out their mission, the Department values are professionalism, respect, integrity, and dedication.

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 2,168 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.

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 grounds are well maintained for use 24 hours per day, 365 days a year with approximately 25,000 annual aircraft operations each year. The Sheboygan County Memorial Airport is the sixth busiest of Wisconsin's general aviation corporate/transport category airports.

The **Treasurer and Real Property Listing** Department collects delinquent and second installment real estate tax payments for all 28 municipalities. Tax rolls are maintained in a central file that is open to

the public and consulted daily by real estate companies, title insurance and financial companies, and the general public. The Real Property Lister 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.

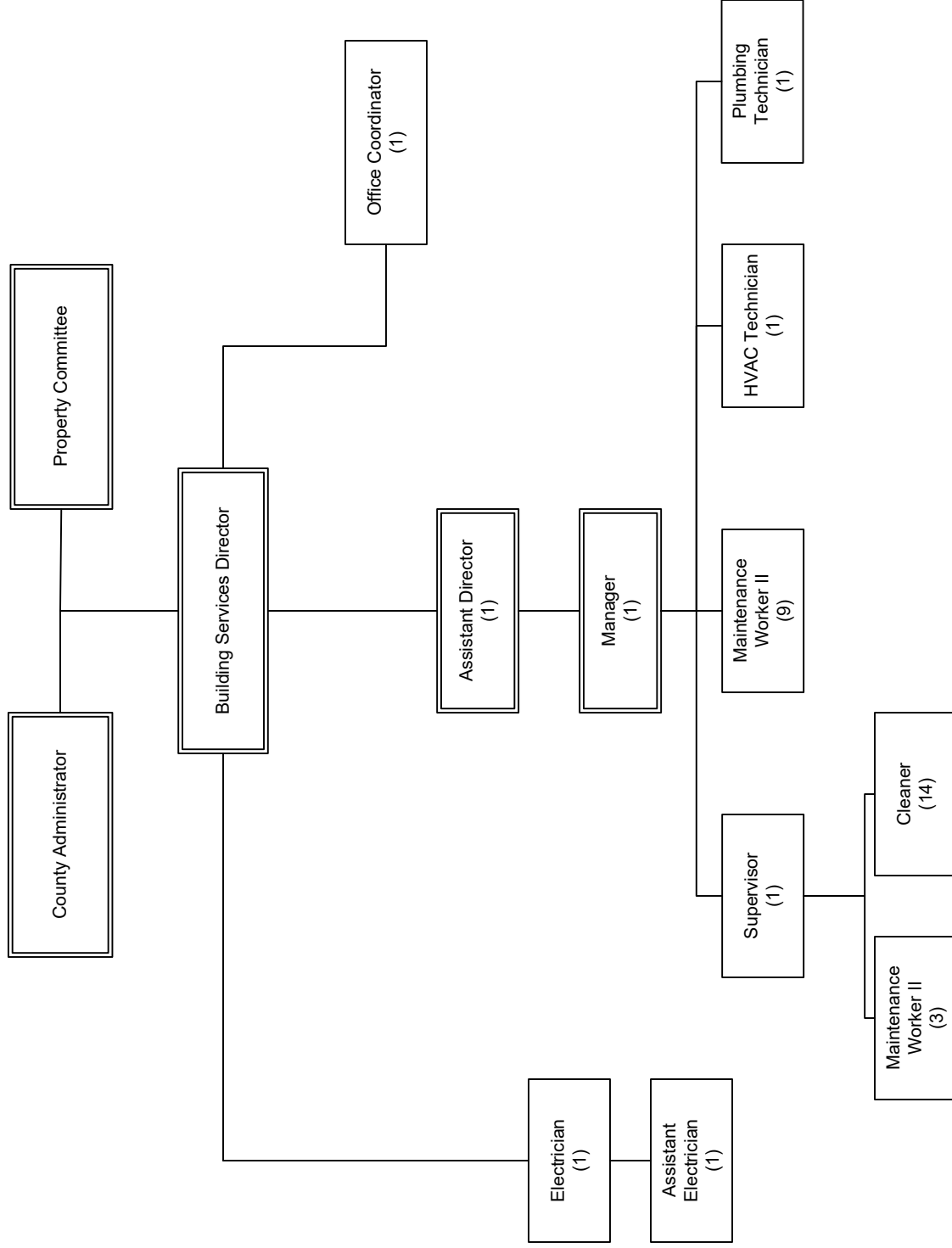
The *University of Wisconsin-Extension* Department's mission is to help the residents of Sheboygan County apply university research, knowledge, and resources to meet their educational needs wherever they live and work. The Department provides educational programming in the following areas: Agriculture; Community Development; Families and Finance; Health; Natural Resources; and Youth.

The mission of the *Veterans Service* Department is "To Serve Those Who Served." The Department 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 6,500 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.

The accomplishments summarized in each of the departments' annual reports would not be possible without Sheboygan County's culture of collaboration. The County Board, Department Heads, and staff demonstrate tremendous dedication and hard work in carrying out the County's vision to be recognized as a leader of responsive and cost-effective local government.

Building Services

Sheboygan County Building Services Table of Organization





SHEBOYGAN COUNTY

Kevin Dulmes
Building Services

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to present the Building Services Department's 2023 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 staffing vacancies, honoring its core mission, and delivering top-notch services.

Change continues to challenge Building Services. In 2023 the Department lost four employees due to retirements and higher-paying employment opportunities. Building Services actively manages all building construction and renovation projects. Major project highlights in 2023 included:

- Completed remodeling of five office areas at the Health & Human Services Building.
- Completed exterior restoration on Taylor House at Historical Society Museum.
- Completed construction of Alternatives to Incarceration addition to the Detention Center.
- Replaced carpet floors with epoxy in day space areas at the Detention Center.
- Replaced roof at the Law Enforcement Center
- Replaced inmate elevator and controls at the Courthouse.

I am extremely proud of Building Services staff and the work they do on behalf of residents and fellow employees of Sheboygan County, especially being short staffed much of the year.

Thank you for the continuing support. We look forward to a successful 2024.

Respectfully submitted,

Kevin Dulmes
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 458,800 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 and the Veterans Memorial, totaling an additional 204,000 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 Health Care Center, 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. 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 2023

- Installed UV-C lights in Detention Center and Law Enforcement air handlers for air quality improvement systems.
- Completed Detention Center Alternatives to Incarceration addition with February opening.
- Replaced Detention Center Phase 2-day rooms carpet with epoxy flooring.
- Completed Courthouse inmate elevator machine upgrade.
- Replaced four refrigeration units at the Detention Center.
- Replaced Law Enforcement Center roof.
- Replaced Rocky Knoll's "C" building shingle roof.
- Repaired and repainted the Taylor House 2nd floor exterior and stained the Carriage Barn.
- Upgraded digital controls to N4 software at Rocky Knoll and University of Wisconsin Green Bay – Sheboygan Campus.

- Added air conditioning to Law Enforcement Center camera server room.
- Replaced Detention Center mower/snowblower tractor.
- Replaced laminate sign maker at Law Enforcement Center.
- Updated all Administration Building lighting fixtures to LED.
- Replaced disposer for the Morgue at the Courthouse.
- Outfitted van for Assistant Electrician upon delivery.
- Replaced galvanized plumbing on 2nd floor of Health & Human Services Building.
- Replaced seven remaining doors in the Aging & Disability Resource Center.
- Performed load bank test on three generators.
- Completed 90.5% of 5,626 client work orders within two days of request.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$3,689,383	\$3,741,107	\$51,724
Expenses	\$4,174,955	\$3,683,908	\$491,047
Transfers In/Out	\$75,810	\$22,000	-\$53,810
Total	-\$409,762	\$79,199	-\$488,961

The 2023 Building Services Department approved budget included levy support of \$3,024,942. Including carryover from 2022, the adjusted 2023 budget reflected a \$409,762 use of fund balance. 2023 results also reflect a \$403,527 carryover into 2024 as well as contingency fund use of \$55,702. Building Services Department approved budget for 2024 is \$3,783,527 with a property tax levy of \$3,060,623.

Issues and Challenges Ahead

The biggest challenge facing us is retirements and knowledge loss affects the Department’s productivity; finding and training suitable replacements is quite challenging.

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

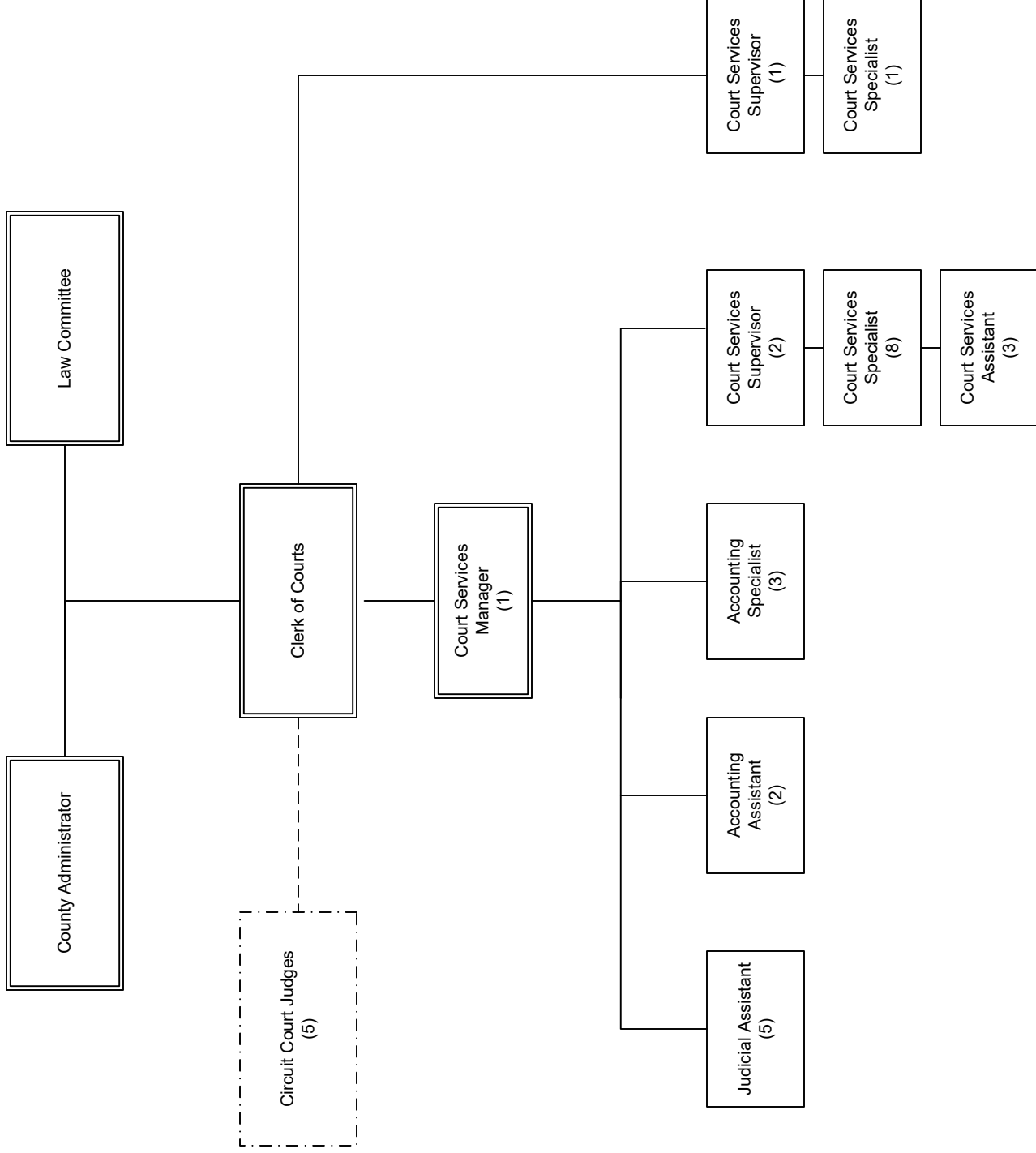
Goals and Objectives for 2024

- Upgrade digital controls to N4 software for Administration Building, Courthouse, Detention Center, Health & Human Services Building, and Law Enforcement Center.
- Replace six air conditioning condensers at the Detention Center.
- Replace and upgrade 162 cameras at the Detention Center.
- Begin window replacement and tuckpointing at the Courthouse.
- Replace Detention Center pick-up truck and plow.
- Repave east parking lot at UW-Green Bay, Sheboygan Campus.
- Replace Rocky Knoll Annex elevator machine and controls.

- Update parking lot lighting at UW-Green Bay, Sheboygan Campus.
- Recoat and add railings to Courthouse roof.
- Update finishes at Health & Human Services Building 2nd floor and four restrooms.
- Replace carpet in Branch 1 chambers at Courthouse.
- Construct three offices and a conference room in the Health & Human Services Building.
- Install replacement Health & Human Services Building generator.
- Replace washing machines and carpet at Detention Center.
- Replace duress system at Courthouse, Administration Building, Health & Human Services Building and Law Enforcement Center.
- Add four steam traps for Courthouse boilers.
- Seal coat Detention Center parking lot.
- Replace galvanized plumbing at Health & Human Services.
- Replace two front doors and one back door at Courthouse.
- Replace carpet in the District Attorney Department spaces.
- Replace carpet in the Planning and Conservation Department spaces.
- Replace carpet in County Clerk's Department spaces.
- Replace four Branch 1 office ceilings at Courthouse.
- Replace snowblower at Health & Human Services Building.
- Replace push mower at the Aging & Disability Resource Center.

Clerk of Courts

Sheboygan County Clerk of Courts Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Christine Koenig
Clerk of Courts

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

The Clerk of Courts Department experienced both a challenging and rewarding year in 2023. We had several staff members resign in favor of higher paying jobs. We were able to recruit to fill these positions and were also able to fill prior vacancies. I am grateful to have built an exceptional team in this Department.

In 2023, the ordinance and traffic cases saw an increase of 427 citations for a total case load of 5,992. Felonies increased by 39 cases, criminal traffic matters increased by 82 cases, misdemeanors decreased by 14 cases for a total criminal case load of 1,931 cases. In total, we received filings of 12,553 cases – a net increase of 1,049 over 2023. The Department processed 55 appeals, filed 71 liens, and 117 transcripts of judgment.

The Clerk of Courts had a \$26,420 increase of the \$922,000 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 dollars we collected, \$2,112,610 was forwarded to the State, and \$53,158 was distributed to municipalities within the County. The County was credited with \$2,112,610 which is an increase of \$121,265 in county-retained revenue.

My continuing goal is to address the challenges that result from the State's budget while fulfilling all other responsibilities and needs of this Department. We are working as a team to find better and more efficient ways to reduce costs. Additionally, I will continue to work with the County Administrator, the County Board Supervisors, and most specifically with the Law Committee, to ensure resources that this department needs are provided to carry out our responsibilities for the courts and our community.

Sincerely,

Christine Koenig
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 support 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 6,000 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 jury service.

Goals and Objectives Achieved in 2023

- Updated the Clerk of Courts webpages and continued to monitor for needed refinements.
- Court Service Specialists updated all court proceedings by use of in-court processing.
- Initiated implementation of Confidential Zoom at the Detention Center and Jail.
- Assigned each Circuit Court a Court Services Specialist.
- Successfully recruited to fill all vacancies that existed at the beginning of 2023.
- Continued to cross train staff.
- Established new process for interpreter block time in the intake court twice each month, saving approximately \$800 to \$1,000 per month in interpreter fees.
- Created a shared jury email to enable the Department to respond to jurors more quickly and efficiently.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$2,961,554	\$3,009,843	\$48,289
Expenses	\$2,961,554	\$3,279,276	-\$317,722
Total	\$0	-\$269,433	-\$269,433

In 2023 our revenues increased by \$48,289 from the budgeted amounts, the majority due to State Debt Collection, bond forfeitures, and our daily collections efforts. We continue to be challenged with the high costs in professional services of psychologists, interpreters, as well as court appointed attorney and guardian ad litem fees. The cost in 2023 to provide interpreters, psychologists, court appointed counsel, and guardian's ad litem in criminal, juvenile, Chapter 51's and family matters was \$1,358,545. This is an increase of \$557,172 from 2022.

The 2024 budget of \$3,005,313 includes tax levy of \$1,423,898 and contains an anticipated increase in collections revenue.

Issues and Challenges Ahead

The Clerk of Courts Department is challenged by the high cost of court appointed counsel, guardian ad litem, psychologists, and interpreters. The Department and the Circuit Courts discuss these concerns on a regular basis. We will continue to search for ways to reduce these costs.

Another challenge, which is one of my biggest concerns, is offering competitive wages to Department staff. I have compiled wage data from other Clerk of Courts departments in the 4th Judicial District, which also contains the Sheboygan County Circuit Court. My research has shown that other regional Clerk of Courts departments have hourly wages ranging from \$4.00 to \$6.00 above our hourly wages. We have lost three experienced clerks to higher paying positions, and retaining current staff is a top priority.

Goals and Objectives for 2024

- Train new Court Services Specialists to clerk all proceedings independently.
- Ensure all Court Services Specialists are trained to clerk jury trials.
- Increase collections. The Department's accounting roles are now fully staffed, which will benefit this effort.
- Continue cross training staff – this is an ongoing process.
- Re-assess work distribution among accounting staff and re-delegate effectively.
- Update all job descriptions.
- Seek approval to reclassify Court Services Assistants to Specialists when they have reached a high level of functioning and understanding of their job duties.

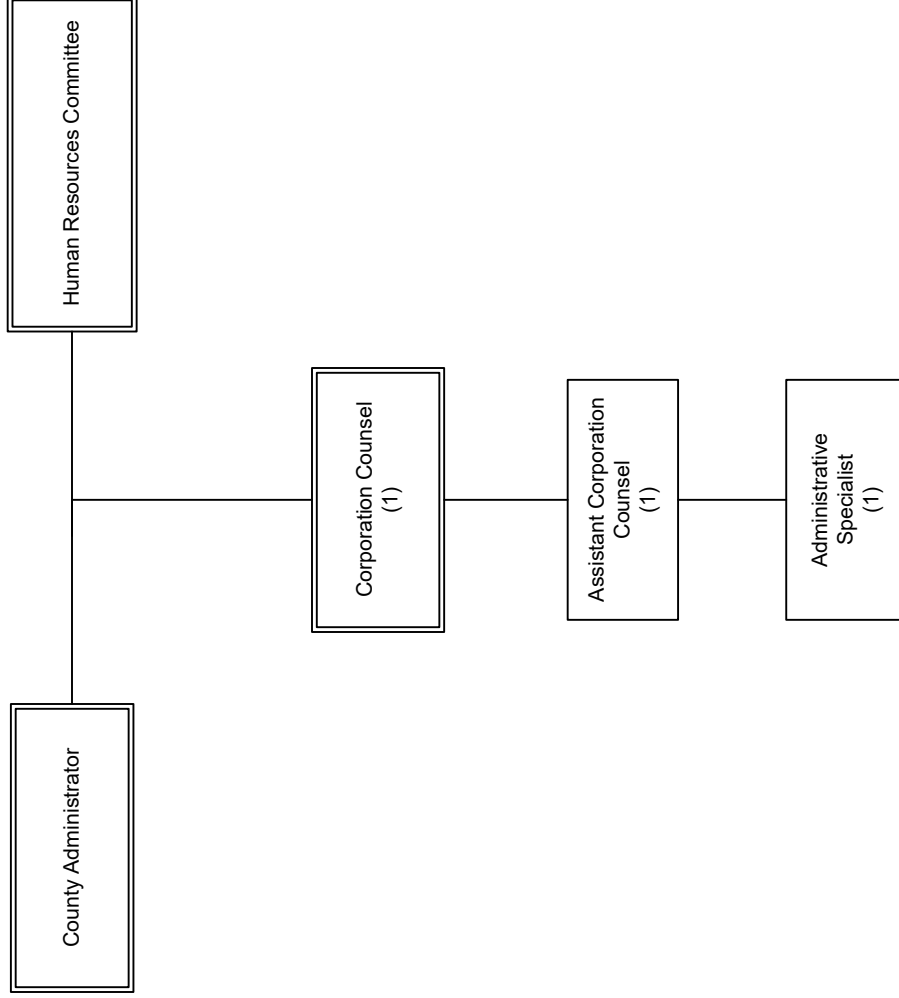
2022-2023 STATISTICAL REVIEW

NEW CASES FILED WITH THE CLERK OF CIRCUIT COURTS OFFICE

CASE TYPE	2022	2023	Increase	Decrease
Felony	710	749	39	
Misdemeanor	728	714		14
Ordinance	557	507		50
Criminal Traffic	386	468	82	
Traffic	5,008	5,485	477	
Civil	651	687	36	
Small Claims	1,665	2,349	684	
Family	541	520		21
Paternity	168	133		35
Juvenile	282	250		32
Adoption	37	34		3
CLERK OF COURTS CASELOAD	10,733	11,896	1,318	
Probate	99	100	1	
Wills Filed	376	273		103
Guardianship	76	78	2	
Mental Commitments	220	206		14
REGISTER IN PROBATE CASELOAD	771	657	3	
TOTAL CASES FILED	11,504	12,553	1,321	
JURY DATA	2022	2023	Increase	Decrease
JURY TRIALS	32	29		
JURY TRIAL DAYS	59	62		
PER DIEM, MEALS, MILEAGE	\$51,320.14	\$56,821.61	\$5,501.47	
DISTRIBUTIONS	2022	2023	Increase	Decrease
COUNTY OF SHEBOYGAN	\$1,199,550.72	\$1,211,625.24	\$12,074.52	
CITY OF SHEBOYGAN	\$34,729.71	\$31,730.49		\$2,999.22
OTHER MUNICIPALITIES	\$15,774.56	\$21,428.00	\$5,683.44	
STATE OF WISCONSIN	\$1,991,344.94	\$2,112,610.13	\$121,265.19	
TOTAL DISTRIBUTED	\$3,241,399.93	\$3,377,394.82	\$139,023.15	
ACCOUNTS RECEIVABLE	2022	2023	Increase	Decrease
FINES AND FORFEITURES	\$11,891,486.09	\$12,293,538.85	\$402,052.80	

Corporation Counsel

Sheboygan County Corporation Counsel Table of Organization





HOPP NEUMANN HUMKE^{LLP}

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

Please find enclosed the 2023 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 2023, I completed my fifth 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 Diamond Braeger – in serving as Corporation Counsel.

We look forward to continuing to work for the benefit of the citizens of Sheboygan County, the County Administrator, and the County Board in 2024 and beyond.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'Crystal H. Fieber', written in a cursive style.

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
Alexander Hopp 1955-1999 • H.C. Humke 1963-2009 • Roland M. Neumann 1986-2008

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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 2023

- Served as a member of the interview panel and provided guidance in the hiring of the new County Administrator. Sheboygan County engaged a professional recruitment firm, GOVHRUSA, to assist in identifying and evaluating candidates for the County Administrator position with the new County Administrator assuming the position in February 2023. We also assisted the County Administrator in the hiring of the new Finance Director, Human Resources Director, and Transportation Director.
- Assisted the County in purchasing the assets of Burrows Aviation, LLC and starting a county-owned and operated Fixed Base Operator (FBO) service at Sheboygan Memorial Airport. As part of the process, we worked with County staff to update Chapters 61-65 of the Sheboygan County Code.
- Worked with the Human Resources Department to review and revise the Sheboygan County Human Resources Policy Manual.
- Worked with the Planning and Conservation Department to update Code Chapters 70, 71 and 72.
- Implemented a goal to review and revise 20 chapters of the County Code chapter-by-chapter for consistency, completeness, and accuracy. Of the 20 chapters, we completed 15.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$597,008	\$606,718	\$9,710
Expenses	\$597,008	\$583,912	\$13,096
Total	\$0	\$22,806	\$22,806

The Corporation Counsel Department was budgeted to spend \$597,008 in 2023, \$313,655 of which was tax levy. We finished the year with a positive variance of \$22,806. The 2024 adopted budget is \$645,530, and the property tax levy total is \$332,455.

Issues and Challenges Ahead

I primarily handle the duties of the Corporation Counsel but other firm members assist with County business including Attorney Phil Mueller who provides guidance to the County Treasurer, particularly in the evolving area of tax foreclosures. Attorney Mueller plans to retire at the end of 2024, and we are working to transition these *in rem* duties to Attorney Kelly Del Ponte.

Rising wage costs remain a challenge for the Department, as experienced by other employers, and we are also encountering rapidly rising costs related to information technology services. We are undergoing several significant software changes in 2024 including moving to a cloud-based service.

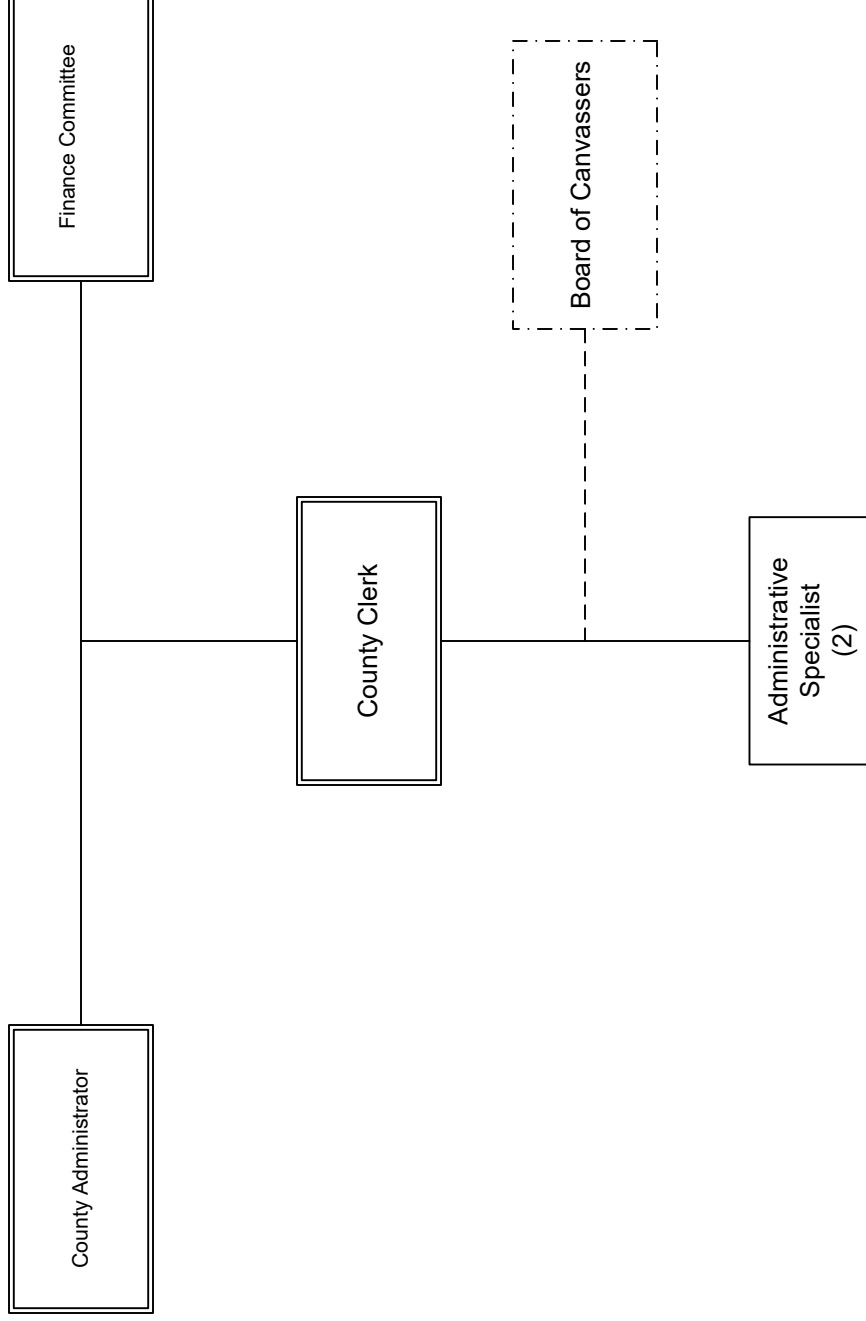
Goals and Objectives for 2024

In addition to the general legal services our firm provides, I also plan to work on the following:

- Complete 10 chapters of the Sheboygan County Code, reviewing for consistency, completeness, and accuracy.
- Continue to work with County staff to implement and respond to growing and changing needs at the Sheboygan County Memorial Airport.

County Clerk

Sheboygan County County Clerk Table of Organization





SHEBOYGAN COUNTY

Jon G. Dolson
County Clerk

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

Enclosed for your review is the 2023 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 service of our customer counter, the work ethic, combined knowledge, and experience of our Department allowed us to continue to meet or exceed customer expectations.

Passport application and photo business rebounded extremely well with applicant numbers for 2023 up 35% over 2022, and surpassing the norm of 1,000.

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 for all 28 municipalities
- 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 2023

- Marriage License Applications - Continuation of strong customer service.
- Passport Applications - Continuation of strong customer service and encouraged marriage applicants to consider a passport application.
- Dog License Administration - Continuation of streamlining process and accounting practices of dog license system
- Elections
 - Purchased and implemented new election tabulators with all 28 municipalities
 - Continual goal to expedite election results posting to our website

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$382,867	\$391,334	\$8,467
Expenses	\$382,867	\$419,434	-\$36,567
Total	\$0	-\$28,100	-\$28,100

The 2023 department budget of \$382,867 realized a negative variance at year's end of \$28,100. This is attributable to a retirement and overlapping training period of the replacement staff that was unknown when the budget was developed. The 2024 department budget is \$368,851 with a property tax levy of \$244,263.

The following table shows the fees collected for the past three years.

		2021	2022	2023
Marriage Licenses	Licenses Issued/Waivers Granted	564 / 70	581 / 84	573 / 47
	Total Fees Collected	\$49,700	\$51,505	\$49,880
	County's Share of Revenue	\$24,320	\$25,360	\$24,095
	Family Court Commissioner Fees	\$11,280	\$11,620	\$11,460
Passport Applications	Number of Applications Processed	556	787	1,068
	Total Fees Collected (County's Share 100%)	\$19,460	\$27,545	\$19,460
Passport Photos	Number of Photos Taken	741	1,013	1,353
	Total Fees Collected (County's Share 100%)	\$7,025	\$9,515	\$12,650

Issues and Challenges Ahead

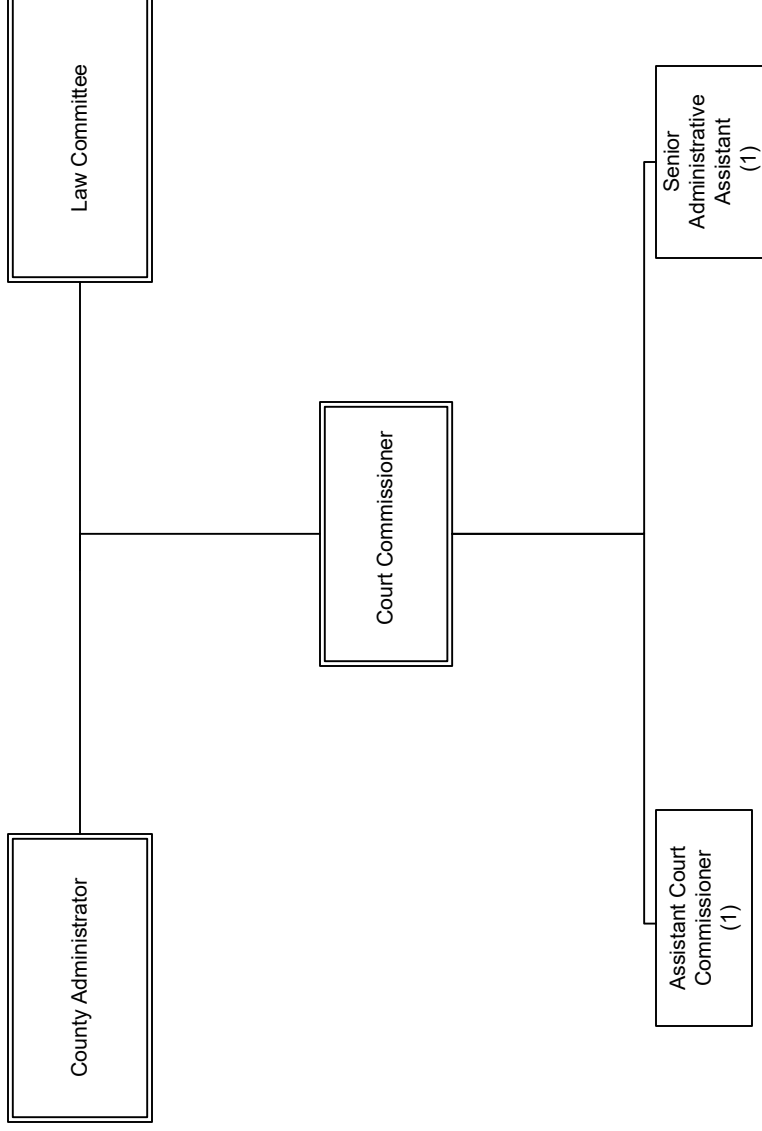
The County Clerk's Department will spend time on education for municipal election inspectors on election equipment training, chief inspector training, and administering elections as the legislature and elections commission continue to make changes in election law.

Goals and Objectives for 2024

- Research credit/debit card acceptance for the Department
- Increase municipal utilization of Wisconsin Elections Commission's electronic poll book system
- Provide new election equipment training for municipal clerks and election inspectors
- Continual growth in customer service
- Continual search for office efficiencies
- Continuing education for staff
- Offer additional chief inspector training opportunities

Court Commissioner

Sheboygan County Court Commissioner Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Ryan O'Rourke
Court Commissioner

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to present the 2023 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 delegated duties to assist the circuit court 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 adhering to our primary mandate to be 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 2024.

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 2023

The Department's caseload was similar to 2022. The work completed includes the following:

- 346 Paternity Pre-Trial Conferences or Initial Appearances
- 110 Temporary Order Hearings in divorce and paternity cases
- 203 Injunction Hearings
- 101 Mental Commitment, Guardianship and/or Protective Placement Probable Cause Hearings
- 199 Stipulated Divorce Hearings
- 125 Weddings
- 141 Family Court Mediation Referrals
 - 41 reached mediation agreements
 - 43 terminated due to impasse
 - 32 terminated for failure to attend or continue in mediation
 - 8 unnecessary due to stipulation filed with court, withdrawal of request, or finding that mediation is inappropriate because of history of domestic violence
- 451 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

In 2023, the Court Commissioner’s Department expanded the mediator program to include attorneys. This increased the number of contracted mediators to four.

Additionally, the Department took over administrative duties related to the scheduling of small claims cases from the Clerk of Courts Department. This resulted in a significant improvement in scheduling and handling small claims cases in a timely manner. Our paralegal deserves recognition for taking on these additional responsibilities and making significant improvements over prior practice.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$363,332	\$369,546	\$6,214
Expenses	\$363,332	\$356,198	\$7,134
Total	\$0	\$13,348	\$13,348

In 2023, the total budget was \$363,332, and the property tax levy was \$317,758. We ended 2023 \$13,348 under our budget.

The overall Department budget for 2024 is \$375,252, with \$328,660 in property tax levy.

Issues and Challenges Ahead

Our Department’s primary concern for 2024 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.

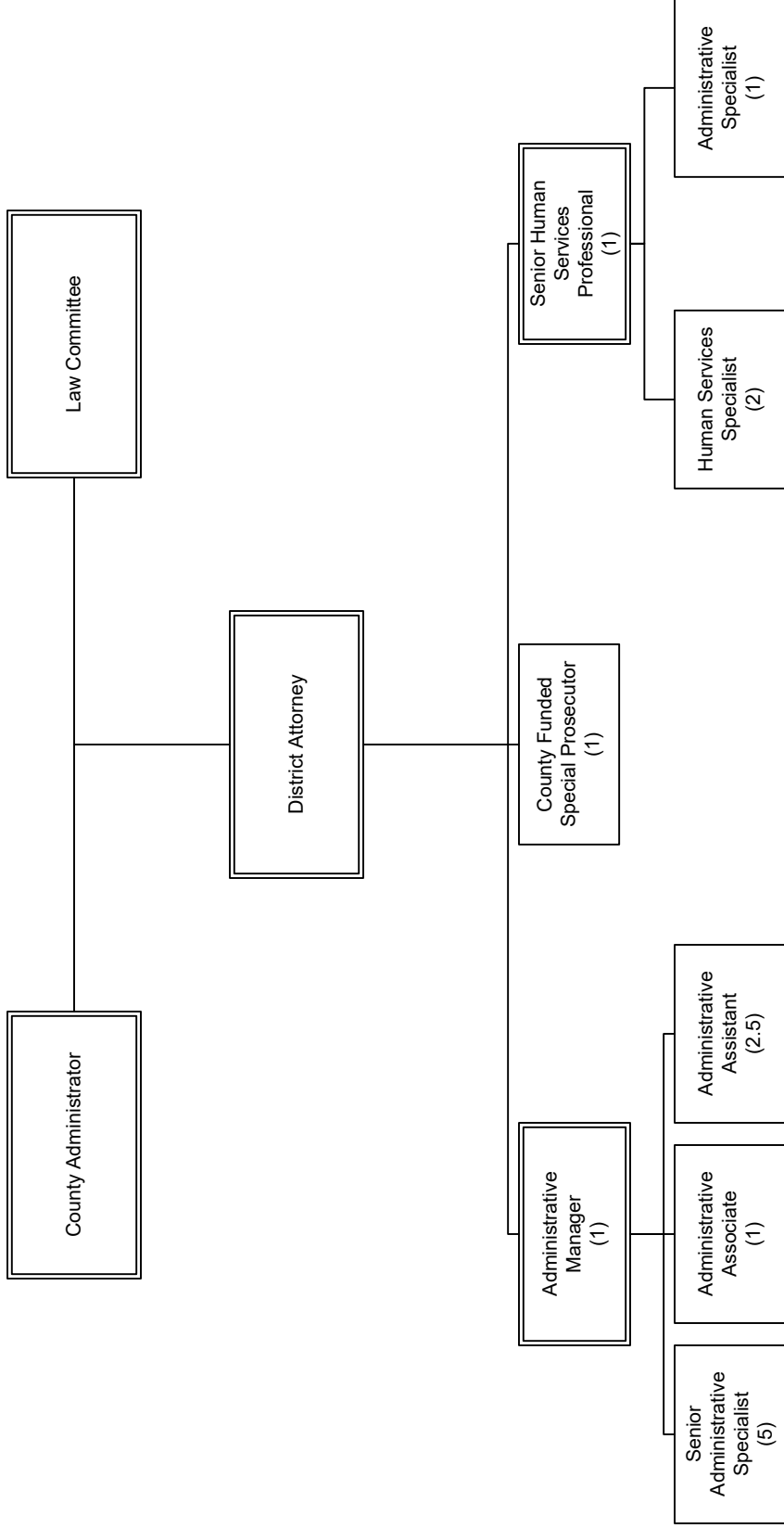
Goals and Objectives for 2024

In 2024, 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.
- Continue to maximize available courtroom time to ensure all cases are heard in a timely manner.
- Continue to utilize available technology to find improvements for general court operations and the quality of court proceedings.
- Implement new procedures for hearings on Juveniles in Need of Protection or Services cases.
- Cooperate with the Sheriff’s Department to ensure a smooth transition for court security during upcoming personnel changes.

District Attorney

Sheboygan County District Attorney Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Joel Urmanski
District Attorney

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

The District Attorney's Department once again faced staffing challenges in our attorney positions. In early 2023, the Department was only staffed with three full-time attorneys, including myself, and two part-time attorneys. The Department was allocated 10.5 FTE prosecutor positions at the time. I continued to be the primary prosecutor handling three of the County's five circuit court branches. Thankfully, in April 2023, we gained two experienced prosecutors and added a third, new prosecutor, in December.

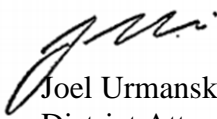
We relied heavily on administrative and victim witness staff, and their teamwork was exemplary. These employees include dedicated staff who have worked in the Department for over 20 years as well as new employees who joined us in 2023. The Office Manager and Victim Witness Coordinator were also to thank for their hard work, excellent communication, and leadership.

There was an increase in referrals to the Department in 2023. Additionally, the number of criminal cases we issued was an increase of 99 cases from 2022. This includes an increase of 175 cases alleging at least one count of domestic abuse and 41 additional juvenile delinquency cases from 2022.

The Department also experienced successes in 2023 including the start of the Alma Center providing batterer's treatment to the County. With the aid of grant funding, the Alma Center is providing treatment through virtual sessions, without cost to participants. Early feedback has been positive. I am extremely grateful for this treatment opportunity.

I am optimistic for the year ahead. An experienced attorney is expected to join the Department in March, and another attorney will be starting in June after graduating from law school. Additionally, we have implemented two specialty prosecutor roles, one prosecutor handling felony drug cases and another specializing in juvenile delinquency cases. We expect to be fully staffed with attorneys, and look forward to this making a significant impact for us in 2024.

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 2023

The Department prosecuted the following number and types of cases in 2023:

Felony [potential prison]	739
Misdemeanor [potential jail]	682
Criminal Traffic Only Without Other Criminal Charges [potential jail]	464
TOTAL CRIMINAL CASES	1,885
Non-Criminal, Traffic & Ordinance (including juvenile ordinances)	1,078
Total Juvenile Delinquency Cases	152
Total Civil Asset Forfeitures	6
TOTAL NON-CRIMINAL CASES	1,236

TOTAL 2023 CASES	3,121

- The Department received 4,118 referrals from law enforcement and related agencies. These referrals included 7,484 referred charges. The number of referrals is an increase of 393 referrals from 2022.

- Our overall criminal caseload in 2023 increased from 2022 by 99 cases. This reflects a decrease of 44 misdemeanor cases. Unfortunately, we saw an increase of 35 felony cases and 81 criminal traffic cases.
- The Department received a total of 595 referrals from law enforcement for criminal acts of domestic abuse. Of these referrals, we issued 361 cases that included at least one charge that was identified as an act of domestic abuse. The number of issued cases reflects an increase of 175 cases from 2022. It should be noted that there are 122 referrals still under review for possible charges.
- The Department issued 152 juvenile delinquency cases, an increase of 41 juvenile delinquency cases from 2022.
- The Department identified a total of 2,273 victims and 11,921 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 1,212 victims in 2023, in addition to victims being served from cases issued prior to 2023.
- The Department issued, with judicial approval, 284 search warrants in 2023. This is a decrease of 36 warrants from 2022. Of the search warrants issued in 2023, 120 were to draw someone’s blood for an operating while intoxicated, prohibited alcohol concentration or restricted controlled substance offense; 53 were drug related and 8 concerned child sexual assault investigations. Additionally, our Department issued 91 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 15 from 2022.
- The Check Fraud Diversion Program returned \$1,852.83 to victims, an increase of \$1,573.42 from 2022. The Program generated \$361 as revenue for the County from the program’s administrative diversion fee, an increase of \$116 from 2022. It should be noted there are four active cases still pending payment.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$1,050,689	\$1,061,240	\$10,551
Expenses	\$1,050,689	\$962,638	\$88,051
Total	\$0	\$98,602	\$98,602

Out of our \$1,050,689 budget with a property tax levy of \$856,901, we experienced an overall positive variance of approximately \$98,602 for 2023 primarily due to vacant positions within the Department, furniture expenses were less than budgeted, and we received additional discovery revenue that was more than anticipated.

Our approved budget for 2024 is \$1,069,948 with a property tax levy of \$862,901.

Issues and Challenges Ahead

The primary objective for 2024 will be training our new attorney staff and incorporating them into a system that has not been fully staffed for far too long. Whether a new attorney or one with experience, our attorneys will require training on our processes and resources in the County.

The addition of new prosecutors will also impact our administrative and victim witness staff as they adjustment to either their roles in a newly fully-staffed Department.

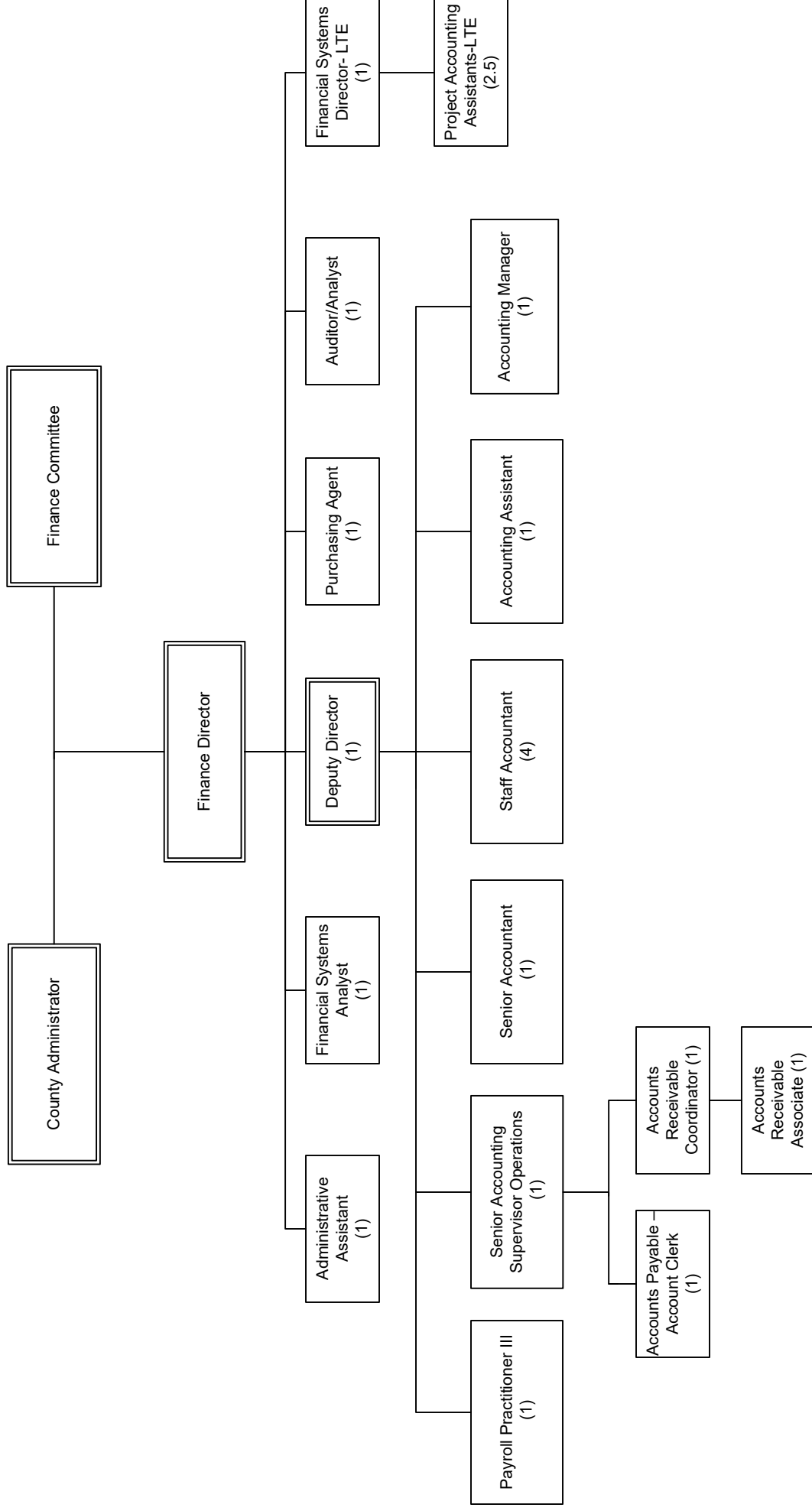
Finally, we will continue to incorporate our specialty positions into the new four-week intake cycle implemented by the Circuit Court Judges with block scheduling.

Goals and Objectives for 2024

- Training and incorporating our new attorneys into the Department and with our partner agencies.
- Effectively and efficiently scheduling our attorneys, including those in specialty roles, into our system, including scheduling in court, assigning of cases, and handling of administrative duties.
- Addressing referrals that have been awaiting charging decisions.
- Continuing to bring training opportunities into the Department for our prosecutors and staff. These trainings are intended to include topics to help us effectively and efficiently perform our jobs and engage in self-care.
- Further investigating and finalizing motions and practices to enforce victims' rights as we learn more about how the constitutional amendment known as Marsy's Law is interpreted and to be applied.
- 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 the Health and Human Services Department.

Finance

Sheboygan County Finance Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Steve Hatton
Finance Director

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to share the progress made by the Finance Department during 2023 in the Annual Report for the Finance Department.

In 2023 the Department continued work on implementing 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 project 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 Annual Consolidated 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 ninth consecutive year, the Finance team earned the Certificate of Achievement for Excellence in Financial Reporting presented by the Government Finance Officers Association for the fiscal 2021 report year.

The Finance Department continues to strive to be a collaborative partner with other 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,

Steve Hatton
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 2023

- The 2022 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 is awaiting results for 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 2024 budget 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 2024 is \$891,161 or 1.69%.
- The Tyler Munis project remains underway. The project was paused in September due to turnover across departments among members of the implementation team. After recruiting to fill vacancies and train replacements, work is targeted to resume in March of 2024. Prior to the pause, work progressed with Highway, Health and Human Services, and other departments, which are anticipated to experience the greatest impact to their business processes. The implementation team continues to work on developing the features of the new financial system and training for County personnel on reengineered processes.
- Successful issuance of 10-year notes to fund 2023-2024 Capital projects.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$1,946,092	\$1,999,606	\$53,514
Expenses	\$2,093,904	\$1,825,712	\$268,192
Transfers In/Out	\$147,812	\$110,861	-\$36,951
Total	\$0	\$284,756	\$284,755

The Finance Department total adopted 2023 budget was \$2,093,904 supported by \$1,265,882 of tax levy. The positive \$284,756 performance is the result of vacant positions throughout 2023. The Finance Department levy will increase to \$1,317,128 in 2024. The total budget for 2024 is \$2,327,313.

Issues and Challenges Ahead

The biggest challenge faced by the Finance Department is the age of the Financial Software JD Edwards. A final selection was made in 2020 to replace JD Edwards with Tyler Munis. Data conversions, process redesigns, and system import designs were 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 American Rescue Plan Act (ARPA) has brought many needed resources to the County. These resources must follow US Treasury guidelines for use and also for reporting. The Finance Department will work diligently to adhere to the Federal Funding Reporting Requirements and Compliance guidelines.

Goals and Objectives for 2024

- Complete and publish the 2023 Comprehensive Annual Financial Report no later than June 30th.
- Complete and submit 7-year review of Sheboygan County Sales and Use Tax as required per County Ordinance 7.10.
- 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.

Health and Human Services



SHEBOYGAN COUNTY

Matt Strittmater
Health & Human Services

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to present the Health and Human Services Department's 2023 Annual Report.

Talented and dedicated Health & Human Services staff once again rose to meet challenges in our community. Examples included: (1) Public Health facilitation of the 2024 – 2026 Community Health Needs Assessment; (2) Behavioral Health continued expansion of the most intense wrap around services for children and adults; (3) Child Protective Services out-of-home placements were reduced for the fourth consecutive year; (4) Economic Support activity greatly increased as temporary Medicaid policies established during the pandemic were replaced with regular eligibility, enrollment, and benefits management processes; and (5) National Opioid Settlement and American Rescue Plan Act funded services were initiated.

Goals for 2024 include: (1) Enhancing Accounting and Environmental Health staffing patterns; Completing the 2023-2025 Health & Human Services strategic plan; (2) Implementing a Day Reporting Center to use as an alternative to Shelter Care in Youth Justice; (3) Continuing to focus on reducing out of home care for adults and children; (4) Continuing to increase the number of individuals served in our most intense Behavioral Health programs; and (5) Partnering with other community agencies to develop a plan of action to respond to the health challenges identified in the 2024-2026 Community Health Assessment.

Thank you to the Health and Human Services Committee, the entire County Board of Supervisors, and County Administrator Krause for your continued support of our services. Thank you as well to the Department's exceptional partners and staff for their 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 2023

- Child Protection Services Out-of-Home Care Reduction – 139 children in the Child Welfare system were placed in out-of-home care as 2023 began. That number was reduced by 15% down to 118 as the year ended. Health & Human Services and County Corporation Counsel have been focused on this since 2019, and this is the fourth straight year of reductions. Tremendous work has been done to locate relatives, provide in-home safety and support services, reduce the backlog of court cases, and minimize the amount of time it takes to ensure children have a safe and stable living situation.
- Expansion of Intensive Behavioral Health Services – The number of children and adults served in the two of the most intense treatment services continues to grow. The number of children and adults with significant mental health and/or substance use challenges served by the Comprehensive Community Services program increased from 198 in January to 208 by the end of the year with 162 on the waitlist (5% increase). The number of children with emotional, physical, and/or cognitive challenges served by the Children's Long-Term Support program rose from 258 in January to 302 by the end of the year (17% increase). Continued expansion of the two programs is likely to occur as they are well funded by the state and both have individuals waiting to be enrolled.
- Economic Support Services “Unwinding” – Unwinding is the term used by our federal partners to describe the steps for state Medicaid agencies to replace temporary policies established during the COVID-19 emergency with regular eligibility, enrollment, and benefits management processes. The eight-county consortium we are part of tackled 1.9 million tasks, which included 300,000 phone calls. Sheboygan County is still seeing a 22% increase in our caseload since 2020 (around 3,000 additional cases).
- 2024 – 2026 Community Health Needs Assessment – Significant time and energy was devoted toward collaborating with a number of other organizations for a Community Health Assessment. Input was elicited through 38 key informant interviews, three community listening sessions, and 1,215 community member survey responses. Thousands of data points are currently being reviewed to identify priority health topics for the community.
- American Rescue Plan Act (ARPA) Initiatives – Neighbors + Families Together (a neighborhood support program) and a Mobile Crisis/law enforcement co-response model

both began operation in the City of Sheboygan during 2023. Both programs are funded utilizing ARPA funds.

- National Opioid Settlement Funding Initiatives – A child/youth focused therapist and a crisis worker on-site at the detention center to enhance transition planning were both added in 2023 via National Opioid Settlement funding.
- Trauma Informed Care Training – Various internal trainings were attended 868 times in 2023 (68 internal Social Work continuing education credit opportunities).
- Mind the Mind Conference – The Department sponsored the Health & Human Services track at this conference. 57 staff attended, and two staff were conference presenters.
- Youth Justice Innovation Grant – A \$100,000 grant was received to assist with implementation of a Day Reporting Center to use as an alternative to Shelter Care.
- Hmong Café – Public Health collaborated with the Sheboygan County Food Bank, Safe Harbor, PRISM Health & Wellness, and the Hmong Mutual Assistance Association to implement a weekly opportunity to celebrate Hmong culinary heritage and community connection.
- Uptown Social Collaboration – The Department collaborated with Uptown Social and Lakeshore Community Health Care to hold 14 influenza and COVID-19 vaccine clinics. 815 vaccines were given. 75 homebound community members were also visited and vaccinated.
- Senior Nutrition Program Enhancement – Restaurant based alternatives to complement congregate meal sites were implemented in Plymouth and Cedar Grove in 2022 based on community stakeholder input. A third location in Random Lake was added in 2023.
- Electronic Health Record Implementation – Significant staff time was devoted to implementing a new Electronic Health Record. This project has been ongoing for many years. Design and testing were completed in 2023, and went live in January 2024.
- Child Support Payments – \$14.5 million in Child Support payments was collected and distributed.
- Food Share – \$26.1 million of Food Share benefits were provided to an average of 12,534 Sheboygan County recipients each month.
- Women, Infant and Children (WIC) – Just under \$1.6 million in supplemental nutrition program benefits were distributed and utilized in local grocery stores and pharmacies. \$20,958 were utilized at farmer's markets.
- Adult Protective Services – Responded to 341 referrals of potential abuse and neglect.
- Aging & Disability Resource Center (ADRC) – Fielded 13,172 phone calls related to information and assistance, completed 319 functional screens for Family Care eligibility, and conducted 22 outreach events.

Budget

The Health & Human Services 2023 budget was set at \$44,889,372 for the start of the year and later amended to \$45,218,409 to allow for adjustments to state and federal grant awards that were unknown during the budget development. The 2023 budget reflects an increase of \$1,798,798 as compared to 2022. Levy contributions account for \$14,259,204 which is a decrease of \$353,014 over the prior year. The Department experienced a \$329,954 positive variance for the year. The drivers of positive variance included: (1) Staff attrition; (2) Reduction in vendor expense due to staffing challenges and pandemic dynamics; (3) Higher than anticipated reconciliation funding from the state in Behavioral Health programs; and (4) Reduction in the overall cost of adult and children out-of-home care placements.

	2023 Budget	2023 Results	Variance
Revenues	\$44,668,811	\$45,018,032	\$349,221
Expenses	\$45,218,409	\$45,009,995	\$208,414
Transfers In/Out	\$544,218	\$316,536	-\$227,682
Total	-\$5,380	\$324,573	\$329,954

The Department's 2024 budget is set at \$49,654,885. Levy contributions increased to \$14,539,439. The overall budget is increasing by \$4,436,476 compared to 2023.

Issues and Challenges Ahead

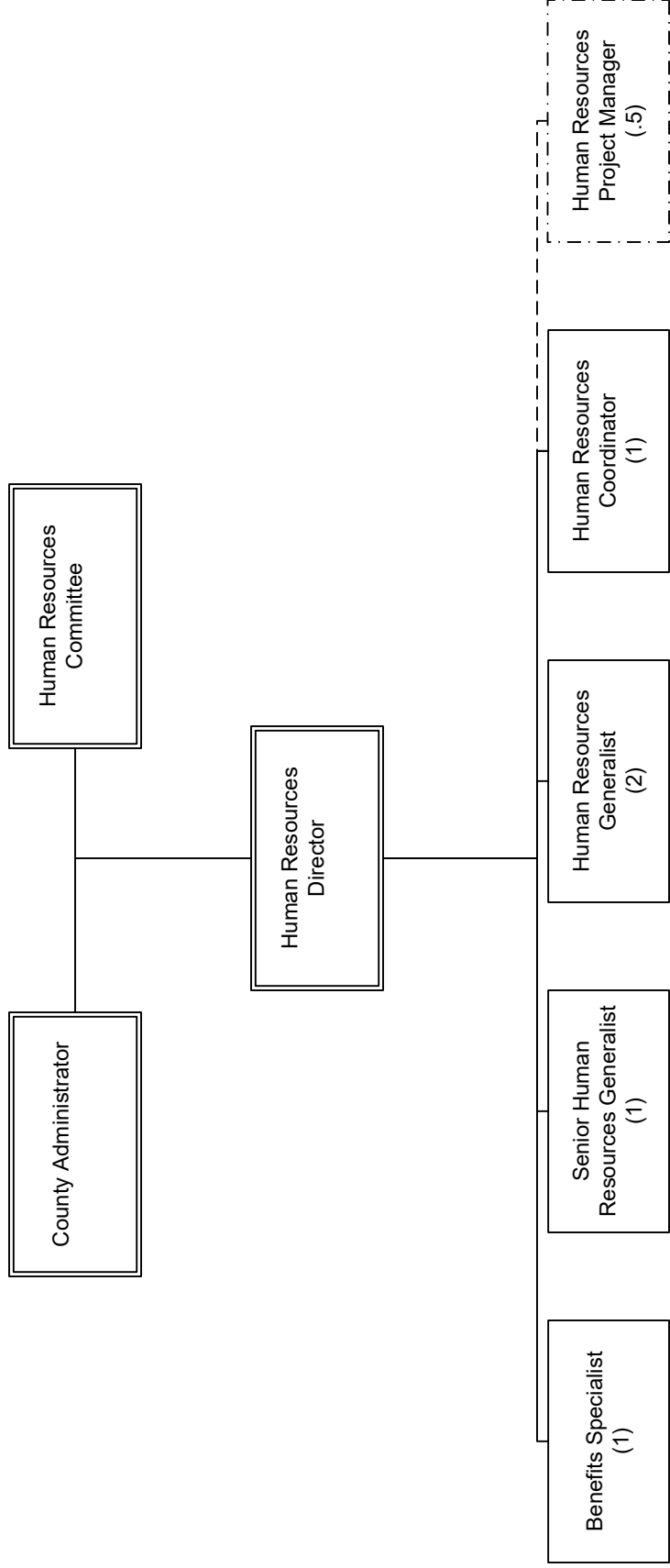
The cost and complexity of child and adult out-of-home care remains the primary financial challenge. Workforce dynamics continue to present a significant challenge as the Department and contracted vendors struggle to maintain staffing patterns due to a continued decline in the number of qualified applicants. A notable number of referrals continue to occur for the most robust Behavioral Health services (Birth to 3; Children's Long Term Support, and Comprehensive Community Services). The historic community needs of poverty, mental health, substance use, chronic unemployment or under-employment, and rural transportation also all present significant challenges.

Goals and Objectives for 2024

- Enhance Accounting infrastructure.
- Initiate the Community Recovery Services funding stream.
- Enhance capabilities of the new Electronic Health Record system.
- Continue COVID-19 pandemic mitigation and support.
- Increase Behavioral Health service delivery in the most intense and well-funded services for children and adults with significant levels of need.
- Enhance Environmental Health staffing pattern.
- Implement a Day Reporting Center within the Youth Justice service continuum.
- Partner with other community agencies to develop a plan of action to address the primary health concerns identified in the 2024-2026 Community Health Needs Assessment.

Human Resources

Sheboygan County Human Resources Table of Organization





SHEBOYGAN COUNTY

Dave Loomis
Human Resources Director

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to submit the 2023 Annual Report for the Human Resources Department.

2023 was a challenging year for the Human Resources Department as the year began with numerous vacant positions. Through the leadership of our County Administrator and Corporation Counsel, the Department finished the year near full staff.

In part due to the instability of the Human Resources Department, the County experienced higher than normal turnover of 25.24%. As new Human Resources team members were onboarded, tremendous effort was put into filling vacant positions. In 2023 the County hired a total of 225 new employees. In spite of these challenges, the Department maintained a strong focus on “Making People a Priority”. The Employee Recognition Program acknowledged 387 unique employees and had 646 total nominations.

Additionally, the Department was proud to host the All Employee Summit in October for the first time since 2019. The Department then hosted an All Manager Summit in November to provide managers with a deep dive into their role as servant leaders and how our employees, citizens and culture matters.

The County continues its partnership with the Wisconsin County Association Group Health Trust for providing oversight and funding for the Sheboygan County InHealth Clinic, medical insurance, and prescription claims. Over 80% of benefit eligible employees are enrolled in Sheboygan County Health Insurance. We are proud of the fact that our employees find value in the benefit programs offered and believe the strength of our benefits sets us apart as an employer of choice.

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

Respectfully Submitted,

Dave Loomis
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 2023

- Prepared responsible 2024 Human Resources and Employee Benefit budgets working within established guidelines and parameters.
- Continued to focus on attracting top talent. Improved the efficiency of the recruiting and hiring processes.
- Enhanced our focus on recognizing and retaining our valuable employees. Reviewed existing programs and strategies to improve employee satisfaction.
- Focused on plan design and cost containment while maintaining benefit offerings that attract and retain a diverse workforce. Launched debit cards connected to flexible spending accounts and Hinge Health, an online orthopedic services program.

- Successfully launched the Marquee Wellness Dashboard, making wellness resources more accessible to employees to support healthy lifestyles which will help control and drive down health insurance claim costs.
- Focused on training and equipping new employees for success following Human Resources Department turnover.
- Hired and onboarded a new department director.
- Continued to assess current compensation program with an emphasis on compression issues and program effectiveness.
- Hosted an All Employee and All Manager Summit for the first time since 2019.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$709,305	\$709,412	\$107
Expenses	\$823,566	\$645,716	\$177,850
Transfers In/Out	\$99,261	\$62,976	-\$36,285
Total	-\$15,000	\$126,672	\$141,673

The Human Resources Department budgeted to use \$15,000 of fund balance in 2023. The Department ended 2023 with a positive variance of \$141,673. This was primarily due to vacant positions within the Department.

The approved budget for 2024 is \$865,830 with a property tax levy of \$658,901.

Issues and Challenges Ahead

Attracting and retaining our workforce continues to be one of the most important Human Resources initiatives. The County’s highest turnover positions are Certified Nursing Assistants, Correctional 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. 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, while navigating ongoing budgetary constraints.

Rising health care costs remain a concern for the County. The Department will identify and implement enhancements and cost reduction opportunities to the employee benefit offerings. USI Insurance Services will continue to review and recommend plan design refinements to the County Administrator and Human Resources Committee for 2024, while balancing the needs of the employees and the County.

2023 Employee Turnover:

2023 New Hires – 225

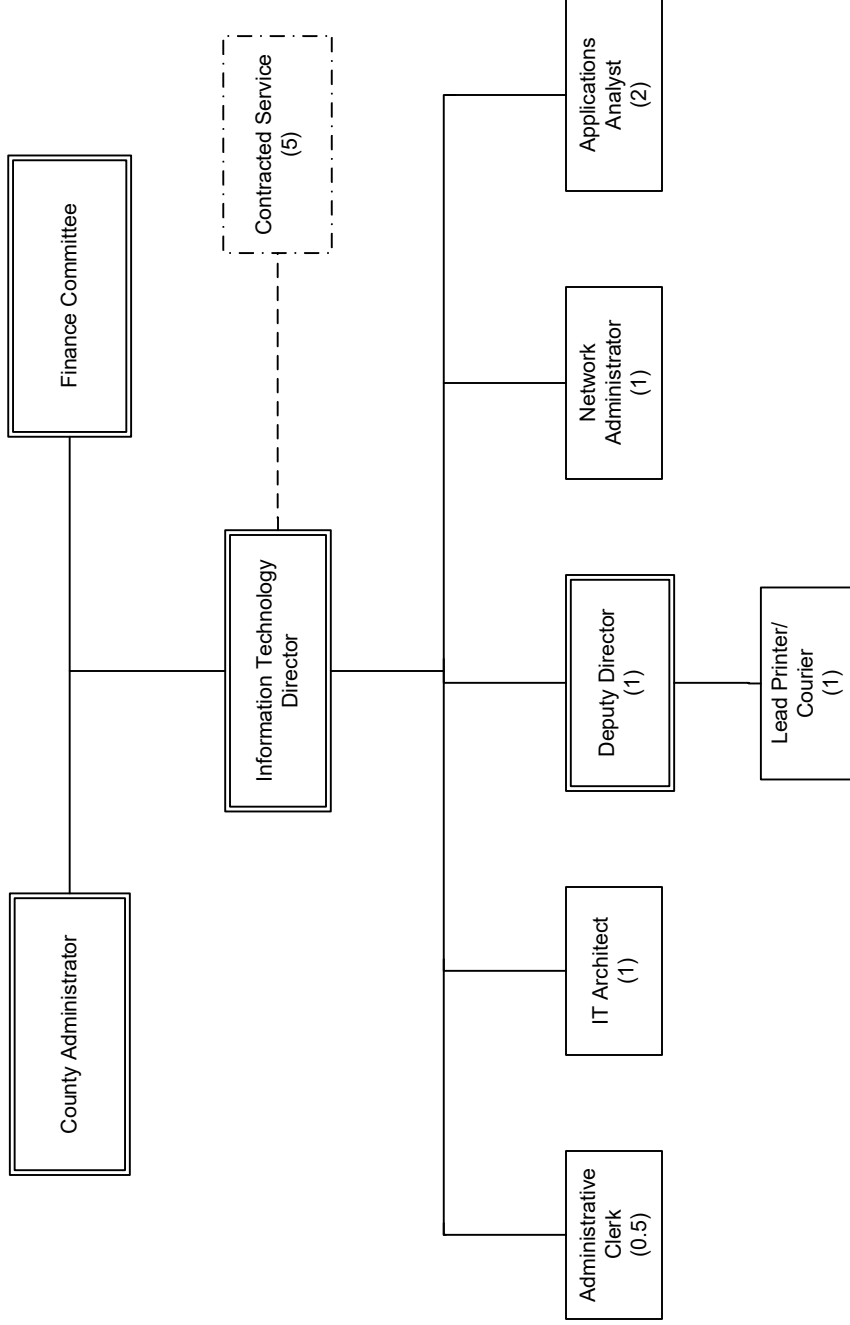
2023 Separations – 220
Overall Turnover – 25.24%

Goals and Objectives for 2024

- Prepare responsible 2025 Human Resources and Employee Benefits budgets working within established guidelines and parameters.
- Conduct a comprehensive review of wage structure focusing on market competitiveness, internal compression issues, and overall effectiveness.
- Continue to build an organizational culture, focused on servant leadership, that enables the County to attract and retain the talent necessary to provide the services required by law and expected by our constituents.
- Continue to focus on plan design and cost containment while maintaining benefit offerings that attract and retain a diverse workforce.
- Conduct the necessary build out and training to enable the launch of the Tyler Munis Human Capital Management system in 2025.
- Recruit and onboard a Deputy Director of Human Resources.
- Develop inter-departmental relationships to ensure that the Human Resources Department is providing the necessary programming and support to enable County departments to deliver on their individual missions while ensuring fair and equitable treatment of employees across the organization.

Information Technology

Sheboygan County Information Technology Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Christopher S. Lewinski
Information Technology

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to submit the 2023 Annual Report for the Information Technology (IT) Department.

In 2023 the IT Department provided technical support for an increasingly mobile and remote workforce, which continues to grow and evolve over time. At the same time, IT introduced new and advanced security controls designed to reduce risk and protect the County's data assets. Further, IT continued to support aged, end-of-life software systems for which timely replacement is delayed due to ongoing resource allocation issues within the County organization.

Noteworthy accomplishments in 2023 included the successful implementation of a Managed Endpoint Detection and Response software to all County endpoints, which provides 24x7 monitoring by a dedicated, third-party Security Operation Center; the implementation of Multi-Factor Authentication; the hardware refresh of Rocky Knoll Health Care Center's server and storage environment, which significantly enhanced their network resiliency; and the successful upgrade of the County Board Chambers audio system.

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 supports County departments with a 24-hour Service Desk and provides planning, management, and implementation services for the County's IT projects, systems, networks, and devices.

Goals and Objectives Achieved in 2023

- Conducted a Payment Card Interface (PCI) Compliance exercise with a third-party consultant that identified areas for improvement in the County's information security posture and business processes.
- Implemented a Managed Endpoint Detection and Response software solution on all County endpoints.
- Implemented Multi-Factor Authentication to reduce the risk of employee credential compromise.
- Resolved just under 9,000 service desk tickets while maintaining a customer satisfaction rating of 4.65 out of 5, the highest score since tracking began in 2015.
- Maintained an annual network uptime of 100%, its highest ever, since tracking began in 2016.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$2,694,875	\$2,669,957	-\$24,918
Expenses	\$2,851,441	\$3,016,928	-\$165,487
Transfer In/Out	\$120,133	\$117,734	-\$2,399
Total	-\$36,433	-\$229,237	-\$192,804

Overall, the IT Department had a positive variance of \$6,932 for 2023, not including depreciation that is not budgeted.

The IT Department was successful in achieving the 2024 budget target. The Department had a 9% increase in the budgeted IT allocation from 2023 to 2024, which is higher than normal. Over half of this increase is due to moving the wages and benefits for the Health and Human Services (HHS) Applications Administrator position to the IT budget in 2024. This amount will be directly charged back to the HHS Department via the allocation.

Issues and Challenges Ahead

- Security of the County's data and network assets. The cybersecurity threat landscape continues to evolve, with an increasing number of attacks targeting governmental agencies, specifically through the use of social engineering tactics in emails. In response, the IT Department will focus its risk mitigation and compliance efforts on securing the County's

greatest attack surface and threat: its employees. This will be accomplished through required cybersecurity awareness training for all County employees.

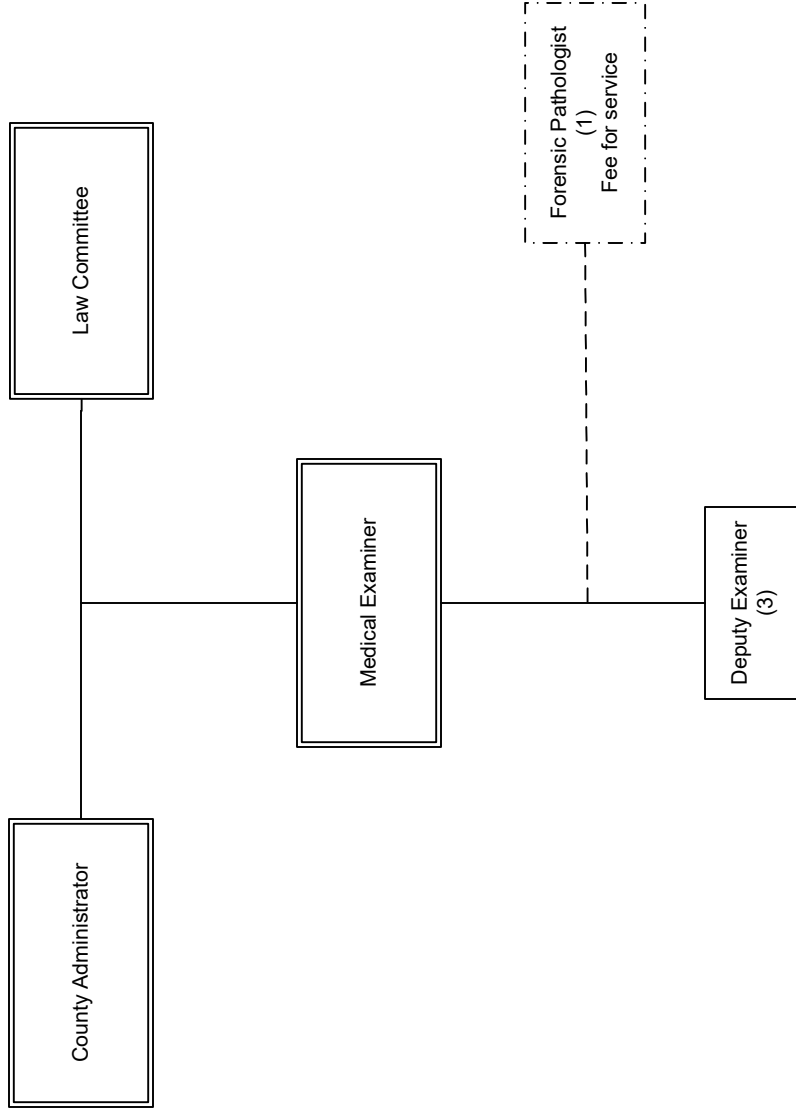
- **Increasing Technology Costs.** Information Technology software and hardware costs continue to soar, with some support contract renewals experiencing double-digit percentage increases over the previous year. This trend is exacerbated by increasingly shortened product lifecycles, forcing more frequent upgrades and system replacements. The IT Department will continue to seek more cost-effective solutions through Cloud service offerings and longer contract terms to smooth these budgetary spikes.
- **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, in size, complexity, and workload. Further, this footprint has evolved to include presence of the County network and computers in facilities that are not owned (or secured) by the County. This creates new challenges to keep County data and systems secure, as well as supporting these systems in decentralized environments.
- **County Workforce Turnover and Loss of Institutional Knowledge.** Given the volatility of the workforce labor market, the IT team has witnessed a significant (> 200%) increase in employee hires and separations across many County departments. Each separation and subsequent new hire taxes IT support resources due to the heavy needs created by system account creation and management, as well as computer refreshes and deployments. Additionally, the loss of institutional knowledge through departing employees, combined with the lack of a comprehensive systems training program, creates added workload through service tickets created by employees who struggle to use County systems effectively. This resulted in a 21.6% increase in the number of tickets from 2022 to 2023.

Goals and Objectives for 2024

- Development and implementation of a more comprehensive cybersecurity training program for all employees to reduce cyber risk.
- Documentation of individual IT team members' duties to foster succession planning within the Department.
- Upgrade of County computers to the Windows 11 Operating System prior to the end of life for Windows 10 in 2025.
- Decommissioning of remaining copper Plain Old Telephone System lines in anticipation of end of support for this antiquated infrastructure by the telecommunications companies. These lines will be migrated to the County's Voice over Internet Protocol (VoIP) phone system.
- Development of project plan and timeline for transition of County employees away from Microsoft Office, prior to its end of support in 2025.

Medical Examiner

Sheboygan County Medical Examiner Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Christopher A. Nehring
Medical Examiner

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to submit the 2023 Annual Report for the Medical Examiner's Department.

The Medical Examiner Department is a 24-hour, 7 days a week operation, consisting of one part time employee and three on-call employees. The dedicated staff responds to a variety of calls in the County, as well as trauma hospitals 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 2023, the Department underwent a significant transition in forensic pathology services, moving from a contracted pathologist in Sheboygan to a collaborative partnership with the Fond du Lac Medical Examiner's Department. This strategic shift involved close collaboration with the dedicated staff in Fond du Lac and their Chief Pathologist Dr. Covach. While enhancing the quality and efficiency of our forensic procedures, this transition also incurred an increase in transportation costs.

To mitigate some of these expenses, we adjusted death certificate and cremation investigation fees, with the approval of the Sheboygan County Board, in accordance with Wisconsin State Statutes. This proactive measure ensures the sustainability of operation while maintaining the high standard of services provided to Sheboygan County.

We appreciate the continued support we receive from the Law Committee, County Administrator, and the County Board in the completion of 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 reasons, 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 and 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. We review 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 inquiries.

Goals and Objectives Achieved in 2023

In 2023, the Department investigated and signed off on 353 death investigations, a decrease of 1% over the previous year. The Department viewed and signed 832 cremation permits, a decrease of 2% and ordered and completed 43 autopsies, the same amount as the previous year.

The Department successfully transitioned to contracting forensic pathology services through Fond du Lac County. Our collaborative efforts have yielded significant benefits, and a seamless transition occurred without any disruptions in critical tasks. This achievement underscores the effectiveness of our partnership and reaffirms our commitment to delivering uninterrupted, high-quality services.

Budget

	2023 Budget	2023 Result	Variance
Revenues	\$301,988	\$311,943	\$9,995
Expenses	-\$301,988	-\$289,777	\$12,211
Total	\$0	\$22,166	\$22,166

The Medical Examiners budget concluded 2023 with a positive expenditure variance of \$12,211 primarily attributed to fewer autopsies than projected and reduced costs associated with toxicological testing. The positive revenue variance of \$9,995 was due to the impact of increased fees authorized by the County Board beginning October 1, 2023.

Our approved budget for 2024 is \$328,777 with a property tax levy of \$159,817.

Issues and Challenges Ahead

The Department will face two continuing challenges in 2024. The first is the availability of synthetic opioid drugs and emerging illegal designer substances, which is increasing overdose deaths within Sheboygan County. These unforeseen deaths from illicit drugs have a substantial impact on our community in addition to posing significant budgetary concerns for the Medical Examiner's Department.

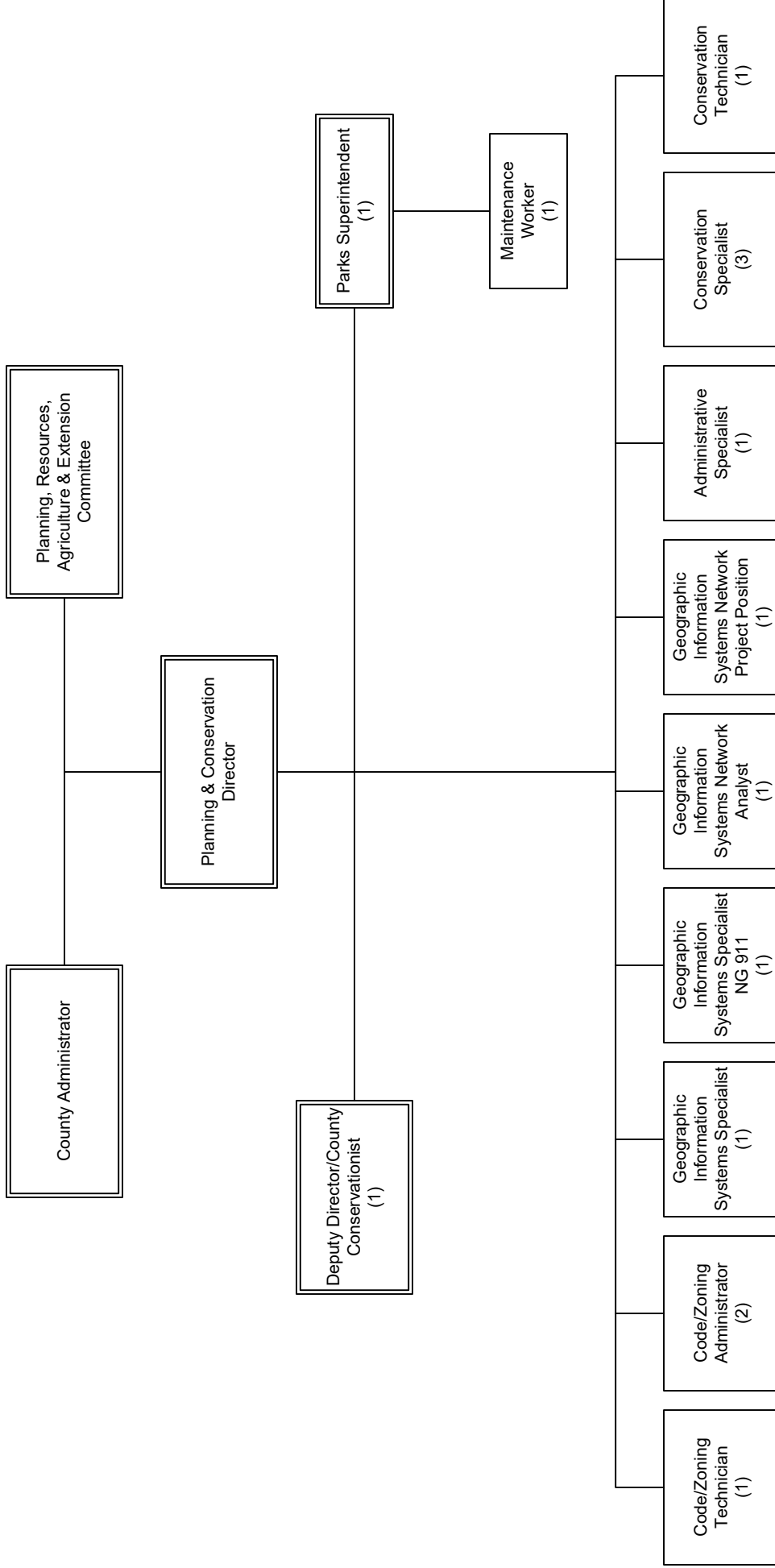
The second challenge is the increasing number of the baby boomer generation nearing end of life. This demographic shift is expected to lead to an increase in overall mortality rate per 1,000 population through 2049. Advancement in healthcare, public health initiatives, and social support systems can help to mitigate some of the challenges.

Goals and Objectives for 2024

- Provide forensic training opportunities to staff by identifying specific areas where additional training is needed, researching training programs offering workshops and courses, and verifying the proposed training does not interfere with office coverage.
- Review coroner/medical examiner software options by identifying software options available that are specific to coroners and medical examiners, working with Information Technology Department to determine if the programs work with existing systems, and evaluating the features and functionality of the software for case management, documentation, and integration. Additionally, we will review the viability of the software programs for cost and life expectancy.
- Complete a transportation cost analysis by compiling data on transportation cost related to investigations including fuel expense, vehicle maintenance and mileage reimbursements for personally owned vehicles then assessing the feasibility and potential cost savings of using county vehicles instead of personally owned vehicles. We will consider factors such as vehicle availability, insurance coverage, maintenance schedules, and staff convenience then present findings and recommendation prior to the conclusion of the 2025 budget cycle.

Planning and Conservation

Sheboygan County Planning & Conservation Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Aaron Brault

Planning & Conservation Director

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

The Planning & Conservation Department had a successful year in 2023 completing a number of projects that benefited Sheboygan County residents. A few of these projects are highlighted below.

The dam reconstruction at the Sheboygan County Marsh began in spring and is nearly complete. The new dam will be a great asset to the Marsh and is a result of great collaboration of public and private partners including Ducks Unlimited, Wisconsin Department of Natural Resources, the US Fish & Wildlife Service, Fund for Lake Michigan, Sustain Our Great Lakes, and the Sheboygan County Conservation Association. When construction of the dam is completed, the County will have better control of water levels providing the opportunity to mimic natural drawdown cycles that occur in natural wetland ecosystems.

In September, during United Way's Day of Caring event, and with the help of Lakeshore Natural Resource Partnership, Stantec, and Glacierland Resource Conservation & Development, the Department hosted over 100 volunteers at the Amsterdam Dunes Preservation Area to help plant trees. It was a great day of collaboration and over 1,500 native trees were planted.

The Environmental Protection Agency approved the County's first Nine Key Element Plan in June. The purpose of the Nine Key Element Plan is to develop a 20-year implementation strategy for reducing phosphorus and sediment loads in two subbasins of the Pigeon River Watershed. This plan identifies potential sources of contamination and potential management approaches to reduce the concern for water quality. The Plan also contains an implementation strategy, including benchmarks for success, estimated costs, landowner cost share incentives, additional funding sources, and agencies responsible for implementing these measures. Staff are excited to start this effort to improve and protect the Pigeon River Watershed.

As always, I would like to thank you for the continued support of the Department. To view an interactive version of this report, use the following link: <https://arcg.is/0eK8rq0>

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 2023

- Hosted a Soil Health Workshop in conjunction with Glacierland Resource Conservation & Development to educate local producers of the importance of soil health.
- The County Shoreland and Sanitary Ordinances were officially updated.
- The ten-year update to the County's Farmland Presentation Plan was completed.
- During the United Way Day of Caring event, over 100 volunteers planted roughly 1,500 trees at Amsterdam Dunes Preservation Area.
- Completed the County's first Nine Key Element Plan for portions of the Pigeon River basin.
- Received seven applications for the Sheboygan County Stewardship Grant Program. These projects were either entirely funded or partially funded. The total amount awarded was \$71,409.
- A total of 67,720 trees were sold during our annual tree sale, filling over 1,000 orders.
- Implemented one buffer and one pollinator project in the Milwaukee River watershed through the Regional Conservation Partnership Program.
- Installed one waste storage system and one waste transfer system, as well as restored roughly 4.5 acres of wetlands and designed one underground outlet.
- Issued seven Stormwater Erosion Control Permits, issued 101 Shoreland Zoning Permits, issued 154 Sanitary Permits, and reviewed/approved 49 Certified Survey Maps.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$2,496,230	\$2,530,263	\$34,033
Expenses	\$2,532,589	\$2,653,323	-\$120,634
Transfers In/Out	\$15,609	\$21,609	\$6,000
Totals	-\$20,750	-\$101,351	-\$80,601

The noted -\$80,601 variance can be explained by four details. 1) There were rather larger overages in the Department's maintenance account due to unforeseen electrical and plumbing issues at the

Marsh. 2) Bogs at the Marsh continued to plague the budget prior to the former dam's removal. 3) Timing of payments versus when the expenses occurred for certain grants and reimbursements are contributing to the variance. 4) Lastly, the method in which the Stewardship funding is accounted for and the timing of those payments can affect the yearly variance.

Without the unexpected expenses, timing issues, and the method in which the Stewardship funding is accounted for, the budget variance would be on-target and positive.

The 2024 \$2,426,717 Department budget includes a total operating levy amount of \$1,277,935.

Issues and Challenges Ahead

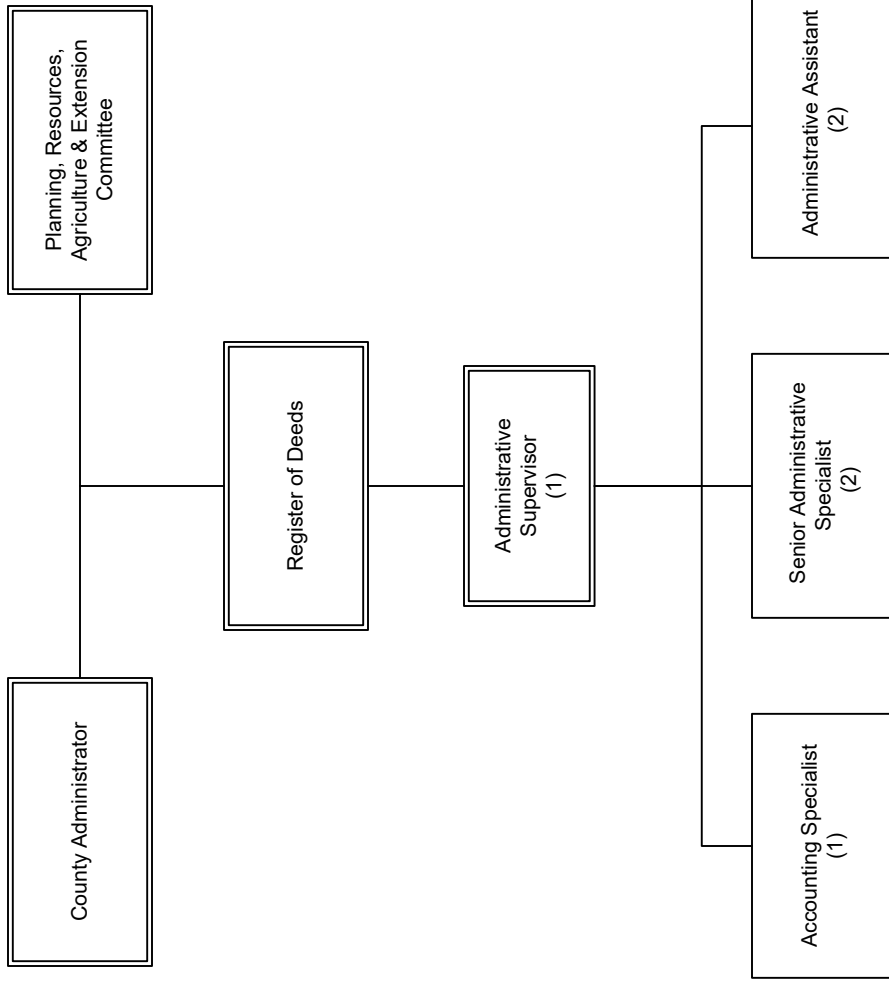
The Department of Safety and Professional Service's (DPS) purpose is to administer and enforce laws to ensure safe sanitary conditions in public and private buildings. Recently, DPS announced that they will be requiring a more rigorous review process for soil tests statewide when they are submitted to county offices. Currently, we do not know what this new review process will look like. On average, the Department receives close to 50 soil tests a year, and this new requirement has the potential to burden our code enforcement staff with more field work especially during the busiest time of year. Additionally, the Department continues to see retirements of long serving employees. Hiring in the tight labor market continues to be a challenge.

Goals and Objectives for 2024

- Continue to work with the chosen architecture firm to plan the semi-permanent household hazardous waste and tree sale building in Sheboygan Falls.
- Start implementing the Nine Key Element Plan to implement even better management practices in the Pigeon River basin.
- Complete the dam project at the Sheboygan Marsh.
- Finalize the Stormwater Water Quality Management Plan Update.
- Continue to work with Milwaukee Metropolitan Sewerage District and other county partners to target water quality projects in the Milwaukee River Watershed through the Regional Conservation Partnership Program.
- Oversee construction of two trail segments in the City of Plymouth to close out the Nonmotorized Transportation funding.
- Begin fundraising for the Sheboygan Marsh boardwalk project.

Register of Deeds

Sheboygan County Register of Deeds Table of Organization





SHEBOYGAN COUNTY

Ellen R. Schleicher
Register of Deeds

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to present you with the 2023 Register of Deeds Annual Report.

In 2023 the Register of Deeds Department recorded 4,225 less documents than in 2022. The Department revenue did not achieve our budgeted expectations by \$57,434, roughly 6% less than projected. While the recordings were down, the Department saw large transfer fees in December that helped offset the deficit. The real estate market remains very volatile, and it is difficult to forecast what will happen in the future.

The anticipated revenues for 2024 of \$936,177 is an aggressive projection. We will strive to achieve this target; however, it depends on the current real estate prices and inventory. The Register of Deeds Department will continue to keep expenses low and encourage electronic records whenever possible.

I would like to commend the staff for the work accomplished in 2023. They continue to provide excellent customer services and meet department goals despite staff turnover. 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 Department, and Sheboygan County make our accomplishments possible.

Respectfully submitted,

Ellen R. Schleicher
Register of Deeds

Mission Statement and 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 \$14.3 billion dollars in real estate lying within the borders of Sheboygan County which is an 16% increase in real estate value from 2022 per Department of Revenue reports.

Goals and Objectives Achieved in 2023

- Processed 16,497 real estate documents
- Filed 3,034 vital records
- Filed 6 Military Discharges
- Issued 21,098 legal document
- Served 275 genealogist searchers
- Copied 69 documents to County Departments
- Recorded 30 new condominium units
- Recorded 102 subdivision lots

- Indexed 40,243 documents
- Offered online training to the staff to help them learn new processes, procedures, and self-improvement strategies
- Worked with local legislators to help them understand legislation that the Register of Deeds Association submits
- Updated training manuals and office procedures
- Maintained electronic recordings between 49-50% of all recordings
- Trained on the new the billing system Connect
- Commenced new project grouping the Contract and Miscellaneous books
- Completed the clean-up project on the missing numbers on micro-fiche
- Updated the quick reference guide on how to search our records online
- 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

	2023 Budget	2023 Results	Variance
Revenues	\$929,431	\$871,967	-\$57,434
Expenses	\$756,265	\$719,156	\$37,109
Transfers In/Out	\$58,180	\$54,038	-\$4,142
Total	\$0	-\$24,497	-\$24,497

In 2023 our operating budget was \$929,431 with \$231,346 designated to the general fund to reduce tax levy. We achieved this goal, but were short of our estimated revenue by \$57,434 or 6%. However, our Department expenses were less than anticipated so the shortfall was \$24,497 or approximately 2.5%. Total revenues were \$871,967. The State received \$1,737,102. The Land Records account received \$104,752. We will continue to contain our expenses while still providing quality services. It is our goal to ensure that the Register of Deeds Department does not utilize any property tax levy and continue to support the general fund, when possible.

The 2024 budget is \$936,177 with a contribution to the levy of \$207,882.

Issues and Challenges Ahead

The Register of Deeds Department completed their goal of back indexing records to year 1947 in 2023 and will continue to back index as time allows. The Department is always striving to improve the ease of access and quality of the records available.

The Register of Deeds Department experienced staffing turnover in the fall due to retirements. It is a challenge to find qualified candidates that will accept the salary that we offer at the entry

level position. Another challenge we face is the inability to fully predict how the economy or housing market will be in 2024; factors that directly impact our workload and budget.

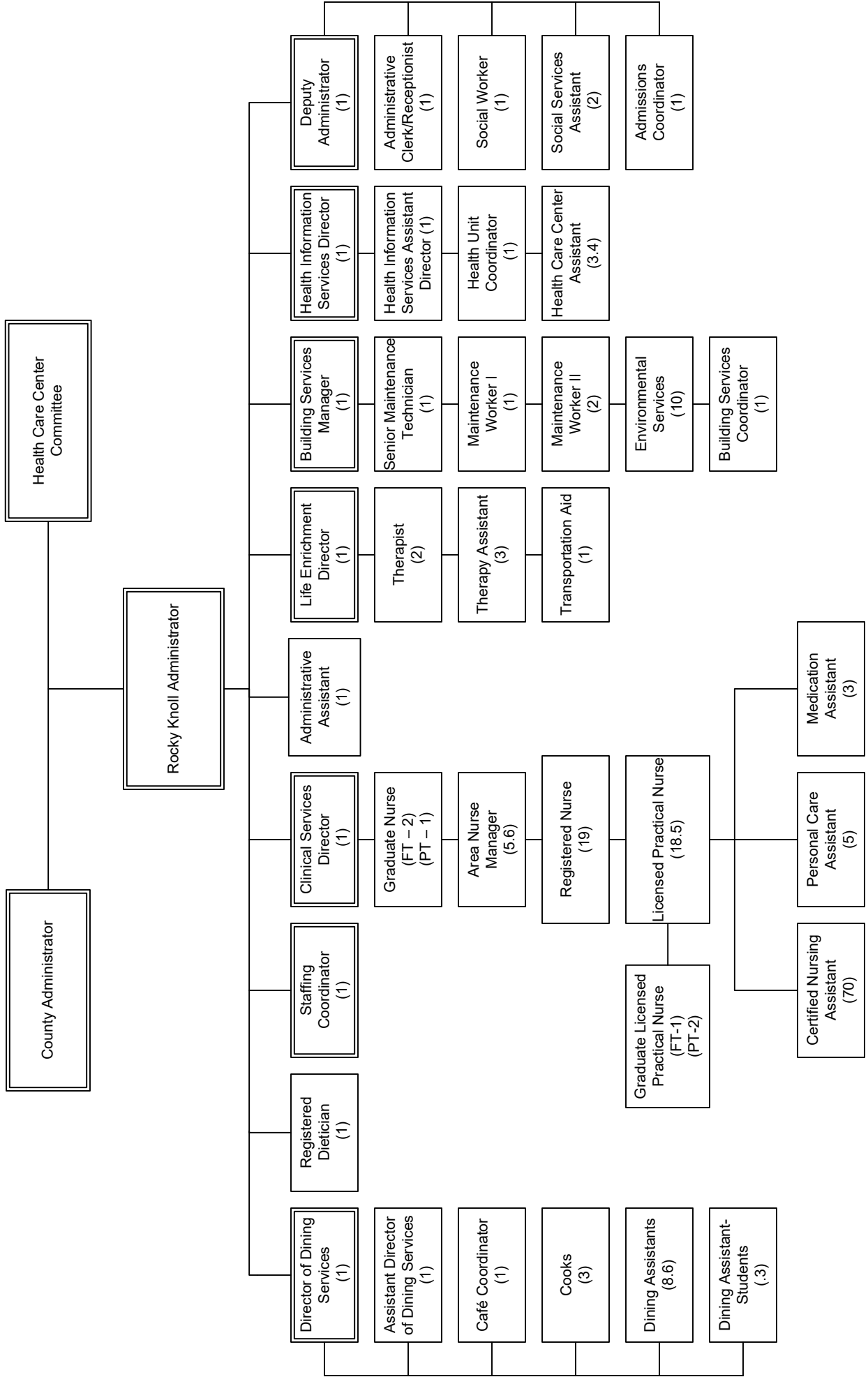
Goals and Objectives for 2024

- 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.
- The State Vital Records Office (SVRO) will be closing their office to counter customers. Additionally, SVRO are potentially changing vendors, which can cause issues with changes in procedure. We look forward to working with them to ensure a smooth transition.
- 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 our association submits.
- Assist and inform Sheboygan County residents about Property Fraud Alert, a free product the Department offers to protect their real estate property.
- Continue to work on updating and improving our written procedures.
- Continue to encourage residents to record their land records electronically.
- Continue to work with our software vendor to update and improve programs.
- Work with our software vendor to further secure our documents and create a workable disaster recovery process.
- Offer staff opportunities for online training and encourage staff to look for ways to improve themselves.
- Focus on getting all scanned deeds available for viewing via online contracts.
- Resume indexing our vital records.
- Work on completing the Volume and Page clean-up project.
- Continue to 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 Department 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

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

Attached please find the 2023 Annual Report for Rocky Knoll Health Care Center. The report is inclusive of our mission statement and responsibilities, accomplishments, goals and objectives achieved in 2023, a synopsis of our budget status, current issues and challenges we face as a skilled nursing facility, as well as goals and objectives identified for 2024.

Rocky Knoll regained the Center for Medicare and Medicaid Services five-star rating in June 2023 and continues to be the only five-star facility in Sheboygan County. Rocky Knoll also had its first positive variance since 2019 in the second quarter of 2023, and we ended the year with a \$118,043 variance compared to what was budgeted, not including depreciation.

A significant highlight of 2023 is the 61 nurse aid students Rocky Knoll enrolled through our program in partnership with Lakeshore Technical College utilizing Rocky Knoll's renovated clinical classroom. As a result, 52 students completed the training program to become certified nursing assistants.

Despite the post-pandemic and workforce challenges, Rocky Knoll continues to be a leader in Sheboygan County for providing outstanding short-term rehab and long-term skilled nursing services.

I want to thank the County Administrator, Finance Director, and County Board for their ongoing support of Rocky Knoll, specifically for targeting American Rescue Plan Act funds to address the ongoing challenges exacerbated by the pandemic. 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 2023

- Re-gained 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 average daily census to 110 and achieved a positive variance compared to the budget, not including depreciation.
- Collaborated with Lakeshore Technical College to facilitate certified nursing assistant classes onsite at Rocky Knoll with 52 students completing the nurse aid in training program in 2023.
- Brought food and dining services back under the Sheboygan County ownership.
- Completed facility projects such as the water tower, chiller replacements, and the opening of the 2West area.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$15,152,866	\$18,083,689	\$2,930,823
Expenses	\$16,120,576	\$18,666,982	-\$2,546,406
Transfers In/Out	\$967,710	\$723,336	-\$266,374
Total	\$0	\$118,043	\$118,043

Rocky Knoll's total amended budget for 2023 was \$16,120,576 of which \$1,164,000 was supplemented with tax levy dollars. Additionally, Rocky Knoll has received \$723,336 in American Rescue Plan Act funds. 2023 ended with a positive variance of \$118,043.

Looking at 2024, we expect \$1,039,193 of tax levy usage reflecting a 10.7% decrease from 2023 as part of an overall \$17,412,000 budget.

Operationally, Rocky Knoll continues to adhere to a fiscally responsible approach to spending. Supervisors remain cognizant of their own budgets and explore cost saving measures. Recruitment and retention, 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

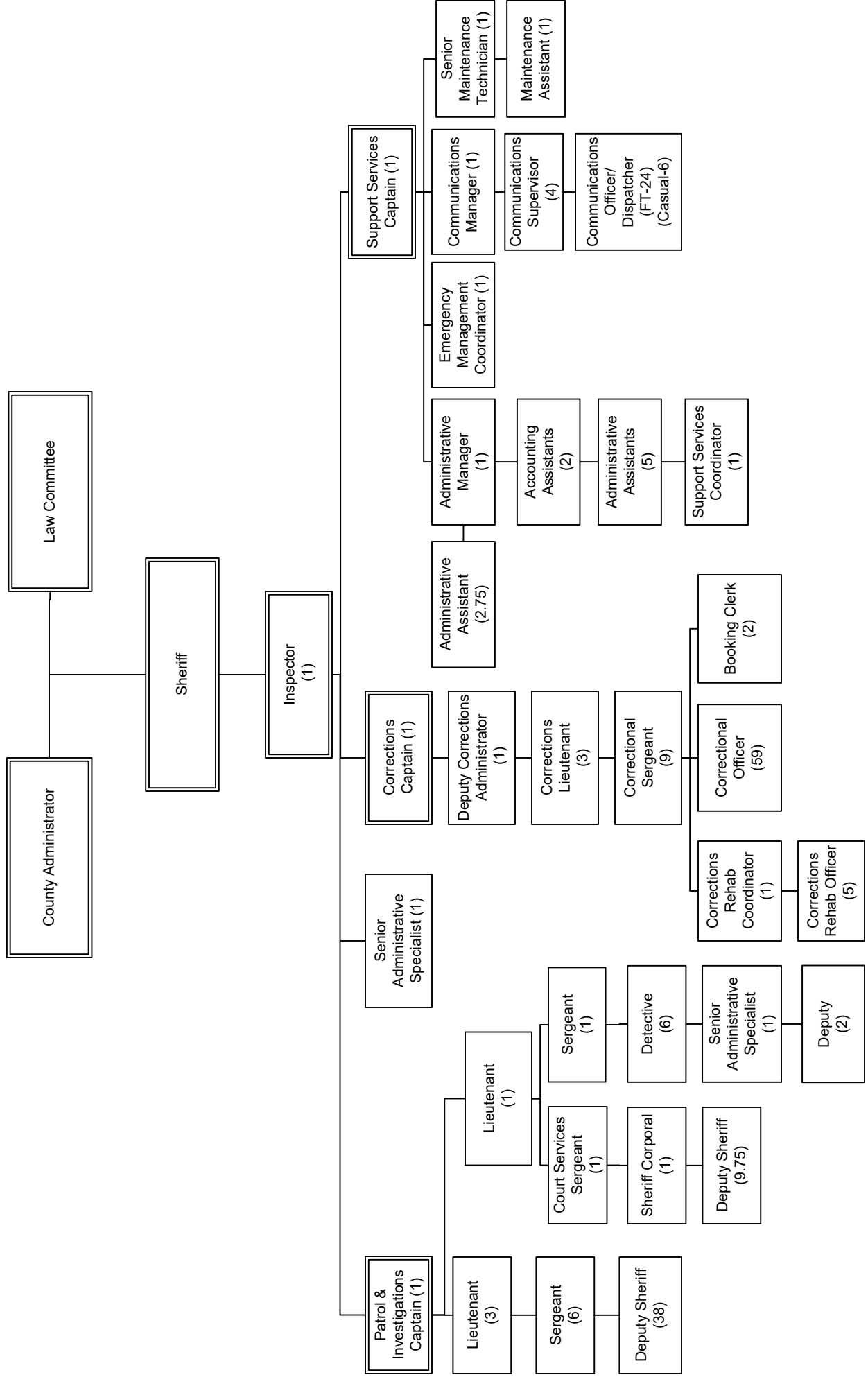
Our biggest short term and long-term challenge is staffing. Our long-term care facilities throughout the state and nation continue to struggle with inadequate numbers of nurse aides and other licensed nursing staff. Despite addressing wages and benefits, we have not made the necessary gains in hiring, and as result, Rocky Knoll is relying heavily on agency staff which is costly. We hope to maintain and/or increase overall census and revenue to cover additional cost of agency staffing

Goals and Objectives for 2024

- Continue working with the Human Resources Department to recruit and retain Registered Nurses, Licensed Practical Nurse, Certified Nursing Assistants, and other Rocky Knoll personnel to decrease use of agency staff.
- Continue partnering with local businesses and educational institutions to promote the careers within Rocky Knoll and the incentives and benefits we provide.
- Maintain budgeted census as staffing improves and maintain increased level.
- Maintain 5-Star Quality Rating issued by Center for Medicare and Medicaid Services.

Sheriff

Sheboygan County Sheriff Table of Organization





SHEBOYGAN COUNTY

Cory Roeseler
Sheriff

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to present the 2023 Annual Report for the Sheriff's Department. The report describes the activities of the Sheriff's Department and 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

Our 2024 budget includes capital expenditures of approximately \$500,000 to replace all of the surveillance cameras in our Detention Center. The existing cameras are analog-based and upgrading to digital cameras will drastically enhance the quality of the images captured. The capital budget also includes three night-vision headsets for our Tactical Unit for a total of \$21,000; and in cooperation with the Planning and Conservation Department and Transportation Department, a drone valued at \$41,991.

We will remain focused on maintaining staffing levels in the Deputy, Corrections Officer, and Communications Officer work groups. We continue to manage the jail population by maximizing alternatives. Specifically, we will increase the use of pre-trial monitoring with and without electronic monitoring.

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 2023

- Operate within our budget. At year end, the Sheriff's Department was \$234,457 over budget primarily due overtime and costs associated with the increased inmate population.
- 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. Near year end, we were able to maintain staffing levels in all divisions.
- Complete upgrades to the computer system that controls our public safety radio tower sites. These upgrades have been completed.
- Implement a new phone system, including a NexGen 911 upgrade, in our Communications Center. This project is on-going and will be completed by the third quarter of 2024.
- Implement a body-worn camera program in our Patrol Division and replace aging in-car video cameras in all of our patrol vehicles. This project has been successfully implemented, and we are seeing weekly benefits of having this technology.
- Replace approximately 15,000 square feet of carpet with epoxy flooring at our Detention Center. This project is nearly complete, but we are reliant on the contractor's timeline.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$23,622,946	\$23,862,796	\$239,850
Expenses	\$24,431,186	\$25,007,787	-\$576,601
Transfers In/Out	\$808,240	\$910,534	\$102,294
Total	\$0	-\$233,570	-\$233,570

Our total budget for 2023 was \$23,622,946 which included \$21,573,286 in tax levy. Our inmate population increased by an average of .04 inmates or .01% compared to 2022. We continued housing juvenile inmates for Brown, Door, Marinette, Manitowoc, Oconto, Shawano, and Kewaunee Counties. 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 \$117,330.

Additionally, the County Board graciously approved American Rescue Plan Act (ARPA) funding for the Sheriff's Department in 2023 to provide much-needed wage equity adjustments for our entire Corrections Division. The amount of ARPA funds that were provided totaled \$708,010.

The 2023 negative variance is due to retirement payouts and overtime costs. The 2024 tax levy is \$22,297,187, and the 2024 total budget is \$24,713,428.

Issues and Challenges Ahead

Our largest challenge of 2024 will continue to be retaining staffing levels in our Patrol Division, Corrections Division, and the 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.

Goals and Objectives for 2024

- Operate within budget parameters.
- Successful recruitment, hiring, and retention of new employees to fill vacancies in the Corrections Division, Patrol Division, and Communications Center.
- Complete the upgrade to our surveillance camera system at the Detention Center.
- Implement a completely new phone system, including a NexGen 911 upgrade, in our Communications Center.
- Implement a replacement solution for our aging portable police radios that are at or nearing end of life.

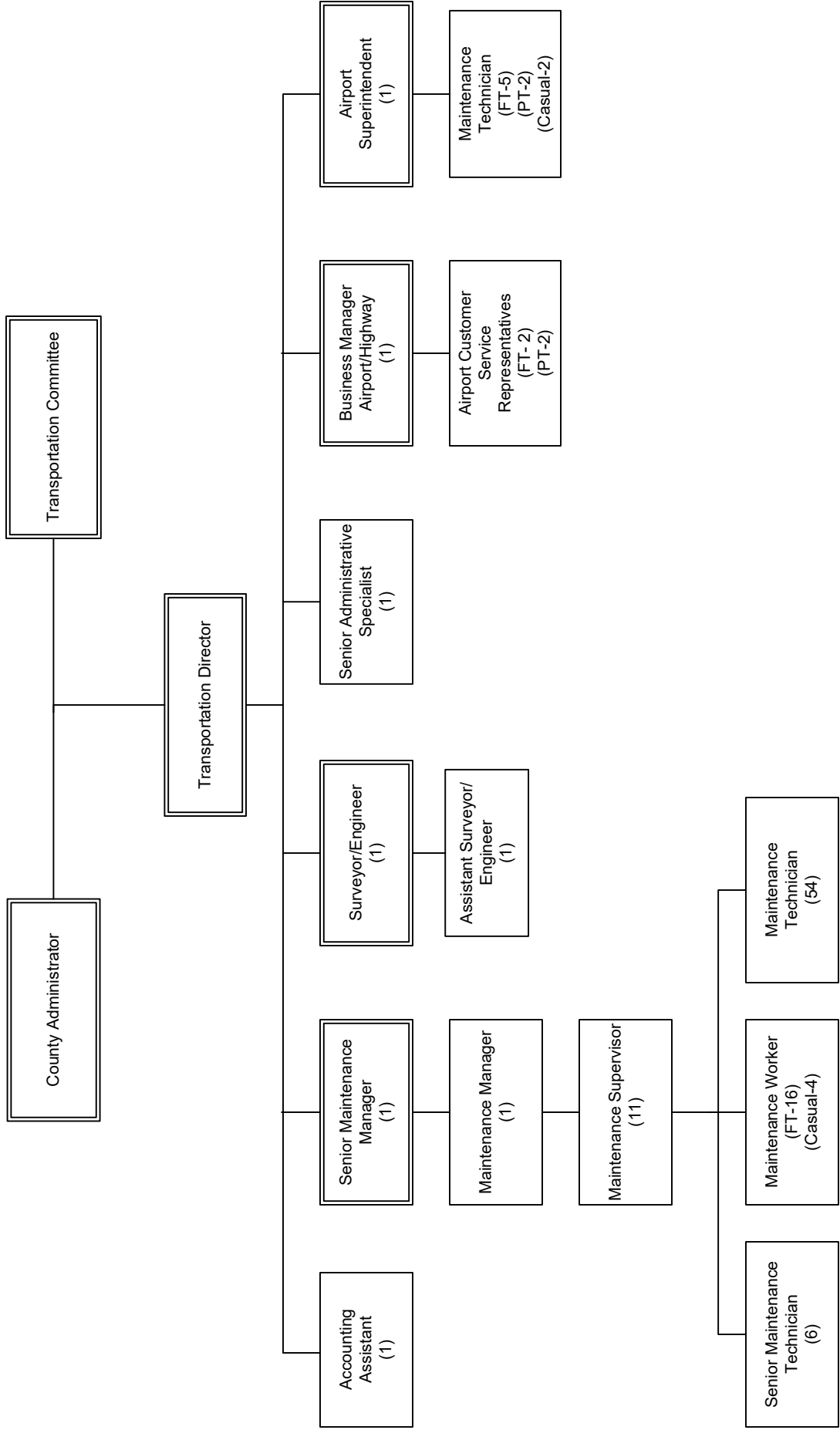
2023 Stats			
Traffic Citations/Warnings	5,325 / 4,757		
Driving Under the Influence	175		
Operating with Controlled Substance	25		
Warrants/Commitments Received	1,144		
Accidents	1,506		
K-9 Activity	112		
Transports	1,856		
Paper Service	2,616		
Incidents	18,843		
911 Calls	31,532		
Dispatch Administrative Calls	104,308		
Text-to-911 Calls	109		
Total Adult Bookings	2,839		
Adult Male Bookings	2,149		
Adult Female Bookings	690		
Total Juvenile Bookings	206		
Juvenile Male Bookings	139		
Juvenile Female Bookings	67		
Average Daily Jail Population			
Adult	279.29		
Juvenile	8.26		
Electronic Monitoring Program (EMP)	39.72		
3 - Year Reported Crimes Comparison			
	2021	2022	2023
Murder/Homicide**	0	1	3
Rape/Sexual Assaults	34	45	36
Robbery	1	1	1
Aggravated/Simple Assaults	91	76	110
LEOKA*	11	6	8
Violent Total	137	129	158
Burglary	75	57	22
Theft	264	275	236
Motor Vehicle Theft	13	12	2
Arson	0	2	1
Disorderly Conduct	168	180	170
Disorderly Conduct - Domestic Violence Related	36	51	35
Fraud	140	152	316
Non-Violent Total	693	729	782
TOTAL REPORTED CRIMES	833	858	940

* LEOKA = Law Enforcement Officer Killed/Assaulted

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

Transportation

Sheboygan County Transportation Table of Organization





SHEBOYGAN COUNTY

Bryan Olson
Transportation

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

Enclosed for your review is a 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 2023.

Our paving goal for 2023 was 23 miles. Normally, the annual goal is 30 miles, however with three very large reconstruction projects (County Road LL/LLL full road reconstruction, the County Road JJ joint project with Village of Howards Grove, and the County Road A joint project with the Village of Oostburg), we needed to reduce our paving miles. The Highway Division completed 22.91 miles of paving on our County System with 12.97 miles being reconstructed or full pulverize and pave projects. During the 2023 paving season, we paved 12.89 miles of municipal roadway, for a combined total of 35.8 miles. We had a productive year with our chip sealing, completing 40.5 miles between county, town, and state roads. Additionally, we performed all of the maintenance duties given to us by the State of Wisconsin, our contracted municipalities, and other County municipalities. To support the above-mentioned projects and beyond, the Department produced a total of 122,230 tons of asphalt in 2023. It was a very productive year all around.

Throughout 2023, the Airport continued to provide maintenance improvements including new asphalt for both general aviation and corporate clients. Additionally, the Department worked in collaboration with several other County departments to acquire the Fixed Base Operator (FBO) function at the Airport and prepare for a smooth transition to County ownership. The County assumed ownership of the FBO as of February 1, 2024.

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 the support of the previously mentioned.

Respectfully submitted,

Bryan Olson
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 2023

- **Pave 23 miles of county trunk highway:** Goal achieved. Included in the 23 miles of overlays, pulverize repave, and reconstruction paving were two separate joint projects with the Village of Howards Grove and Village of Oostburg. County Road JJ in the Village of Howards Grove project included replacement of curbing, drainage structures, extending village road profile, prep grading, and paving. Similarly, County Road A in the Village of Oostburg project included replacement of curbing, drainage structures, prep grading, and paving. Both projects were completed by Sheboygan County employees.
- **Reconstruct County Road LL:** Goal achieved. Reconstruction of County Road LL was completed from State Highway 32 to County Road K. In collaboration with the Village of Cedar Grove, County Road LLL was also rebuilt to a safer standard design. These two projects were constructed by Sheboygan County employees.
- **Remodeling and Expansion at the Northside Shed:** The reconstruction is in progress at the North Side Shed and will be completed in 2024.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$22,375,354	\$21,874,799	-\$500,555
Expenses	\$25,180,026	\$26,667,010	-\$1,486,984
Transfers In/Out	\$1,242,591	\$1,270,233	\$27,642
Total	-\$1,562,081	-\$3,521,977	-\$1,959,896

Our total 2023 adopted operating budget was \$27,495,122; the total 2023 adjusted operating budget was \$25,180,026. Approved adjustments to the original 2023 budget include: removal of Taylor Drive project from 2023, addition of pneumatic roller, and recognition of additional

municipal work. The Highway Division finished 2023 with a positive variance of \$171,451, which includes unbudgeted depreciation of \$2,131,347. This positive variance is largely due to the additional municipal and state work that was performed throughout 2023. Additionally, General Transportation Aids came in slightly higher than budgeted.

Our 2024 approved budget is \$22,608,830, and the tax levy and bridge aid are \$1,537,071.

Issues and Challenges Ahead

The enactment of the half percent sales tax has had a tremendous impact on the Sheboygan County Transportation System. By sharing the sales tax revenue with our 28 local municipalities, each municipality is able to invest in their road program infrastructure. The County's paving program has made great improvements to the road system; not only to asphalt surface, but also to the components like culverts, ditches, bridges, and equipment. Looking ahead, the Department will continue to challenge itself to meet our annual goal of paving 30 miles and maintaining those miles to ensure that they last 20 plus years through chip sealing programs.

Goals and Objectives for 2024

- Complete a minimum of 20 miles of paving on county roads.
- Reconstruct County Road A/S in the Beechwood, located in the southwest part of the County.
- Reconstruct Taylor Drive from Erie Avenue to Union Avenue in Sheboygan using the U.S. Department of Transportation's Bipartisan Infrastructure Law funds.
- Complete the addition at the Northside shed.
- Install two large box culverts on County Road SS over Mink Creek and Melius Creek.

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 percent.

Goals and Objectives Achieved in 2023

- Hired personnel and prepared for the Fixed Base Operator (FBO) transition.
- Utilized federal stimulus grants to complete necessary airfield improvements.
- Began Master Plan and Runway 4/22 pre-planning.
- Acquired and implemented new tractor for mowing and snow removal operations.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$1,007,234	\$735,316	-\$271,918
Expenses	\$1,166,145	\$773,702	\$451,020
Transfers In/Out	\$96,000	\$0	-96,000
Total	-\$121,488	-\$38,386	\$83,102

The approved 2023 adopted budget was \$1,007,234. The 2023 levy appropriation was \$231,271. Budgeted grant funds and their associated project costs did not flow through the department as expected. Due to higher than budgeted equipment and electrical repair, the Airport Division finished 2023 with expenses over revenues of \$38,366.

Our 2024 approved budget is \$696,480, and the tax levy is \$231,271.

Issues and Challenges Ahead

The Federal Aviation Administration would like to see an airport with this level of activity and size be more self-sufficient and potentially produce revenue. Currently, the revenue generated at the Airport is through fuel flowage fees, land leases, and tax levy.

In July of 2023, the County Board voted to approve the purchase of Burrows Aviation and its assets. The closing date was set for January 31, 2024. Planning for the transition required coordination from nearly every department in the County. We worked closely with these departments as well as our new fuel provider, Titan Fuels, to order the necessary equipment and ensure a smooth transition of Fixed Base Operator (FBO) services. Expanded services and competitive pricing is expected to increase revenue generated at the Airport.

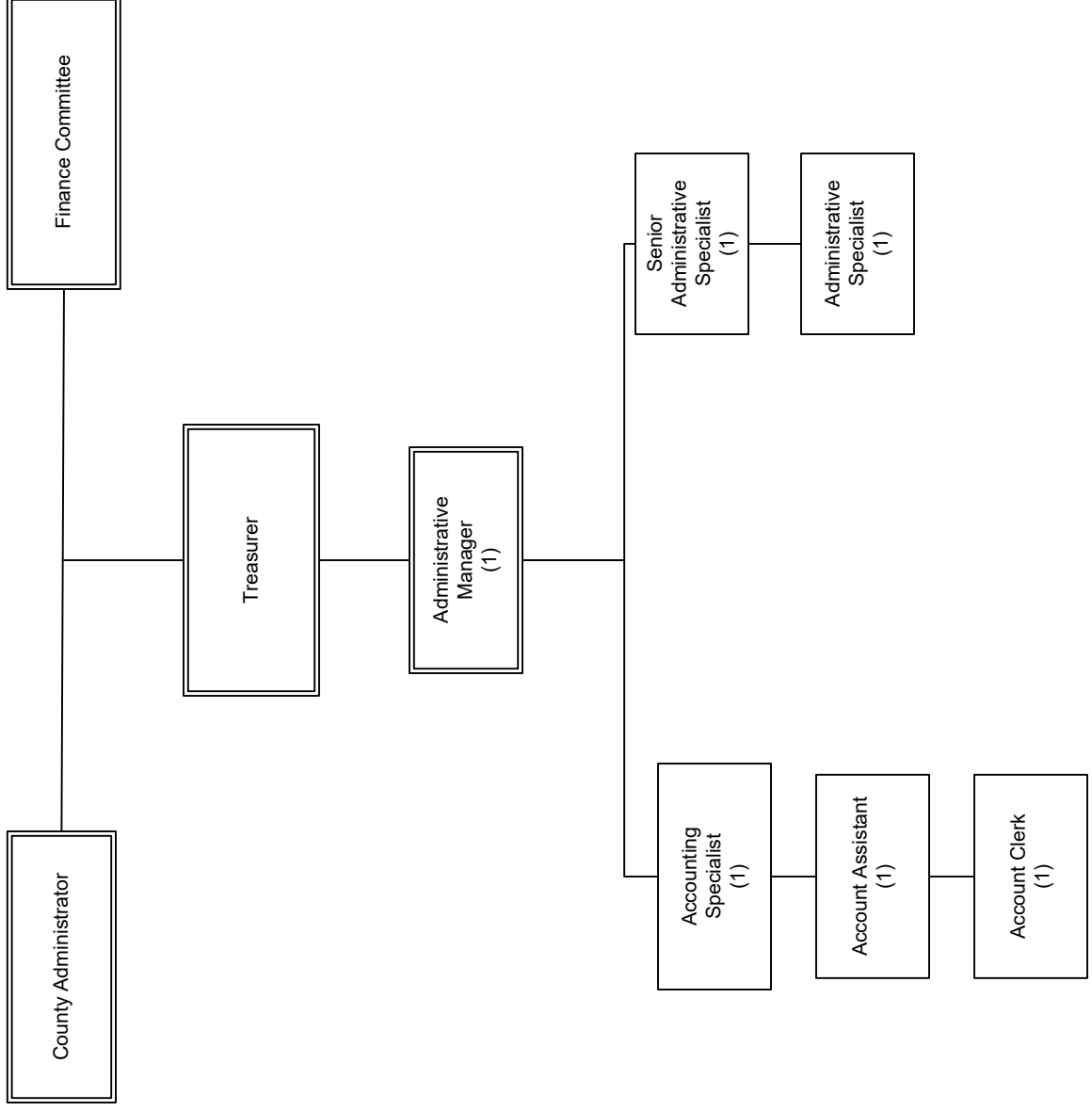
The design phase for the Taxiway B project is underway, and we will apply for federal funding later this year. A Runway 4/22 maintenance project is also scheduled for 2024. For this project, contractors will complete minor concrete repairs in order to extend the life of the runway. We expect that a full reconstruction project of that runway will begin in 2028. Additionally, updates to the Airport Master Plan and Airfield Drainage Study will continue in 2024.

Goals and Objectives for 2024

- Transition FBO services.
- Utilize federal stimulus grants to complete necessary airfield improvements.
- Continue updating the Airport Master Planning and Airfield Drainage Study.
- Acquire and implement runway broom truck into the snow removal equipment fleet.
- 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

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

On behalf of the Treasurer and Real Property Listing Department, I am pleased to present our 2023 Annual Report.

Education was the Department's main focus in 2023, as well as serving and working collaboratively with many internal departments and our 28 municipalities. Additionally, the Department continued outreach efforts to property owners, connecting them to various resources. I appreciate this opportunity to share the accomplishments of the Treasurer and Real Property Listing Department. The team works diligently to list property and collect taxes with the best customer service possible.

Further, the team has gone through a year of learning the roles and responsibilities of their new positions. Each one has made progress in that journey. Although we were short staffed throughout the year, we continued to work toward and meet our goals. Team members go above and beyond each day to help our customers, as it relates to property taxes, the Lottery and Gaming Credit, real property listing, assessments, or a mixture of all of those items.

Finally, we appreciate the support and resources provided to our Department. I want to thank the County Board, Finance Committee, and County Administrator for providing the support that allows 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 and Real Property Listing 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 together well 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 2023

- Promotions and New Team Members – At the beginning of the year we experienced staffing turnover. By February 2023, three people were promoted to new positions and two new people were hired so the Department was once again fully staffed. I would like to commend the Deputy Treasurer and Office Manager for her hard work to onboard and educate the team members in their new positions.
- Server Updates – The Department worked with the Information Technology (IT) Department to update four servers. These servers provide various infrastructure for our land record enterprise software system. After the updates were complete, our Department completed acceptance testing. This project was successfully completed prior to the October deadline.
- Drainage District – The Ozaukee County Farm Drainage District consolidated District I and II, as well as changed their name to Northern Ozaukee Farm Drainage District. Our Department worked collaboratively with their Board of Directors on preliminary plans for an audit. Our Department requested documents from the drainage district that could not be found due to board member changes. For continuity reasons our Department recommended the drainage district's attorney record documents with the Register of Deeds Department in Ozaukee and Sheboygan counties when it relates to boundary creation, additions, and deletions. Our Department has performed extensive research and discovered documents that will be helpful in launching an audit. We will be working collaboratively with Ozaukee County in 2024 on this effort.
- Software Conversion Preparation – Migration of records commenced due to the retirement of a former software application that several municipalities were still using, as well as preparation for a major conversion scheduled for 2025 by our current land record enterprise software system. Our Department worked with municipal treasurers to procure data from the municipality's old system, prepared the data for import, and assisted municipalities with importing all data to the Municipal Collections application. At this time, 26 of Sheboygan County's 28 municipalities are using the same modules, which includes tax collection, dog licensing, and cash receipting.

- Land Record Enterprise Software System Application Updates – Our Department implemented three software updates in 2023 in collaboration with the IT Department and our software company.
- Payment Card Industry (PCI) Compliance – The payment card industry outlines compliance expectations when taking customer payments by credit card to ensure the security of credit card transactions. Our Department was able to provide documentation and statistical data to the IT Department for their project to identify areas for improvement in our processes.
- Youth Governance Day – The Youth Governance Day was held in April 2023 and was a collaborative effort on behalf of several County Departments, the American Legion Posts, and local schools. Prior to the event, we investigated new ways to teach what we do, why it matters, and how students across Sheboygan County can get involved in government. Several departments partnered to provide the students interactive activities during the event.
- Continuing Education – Our Department hosted three individual Municipal Treasurer Education sessions in October 2023. Additionally, our team put a great deal of effort into planning and providing an all-day New Treasurer Orientation Education event in November. This event was intended to provide newer municipal treasurers with hands-on educational material. All educational sessions were very well received.
- My Department of Revenue (DOR) Gov Account – The Department set up an employee in the Transportation Department with an account on the DOR’s new platform which allows them to electronically file Motor Fuel Tax Reports with the DOR for the first time.
- Tax Foreclosures – After all tax foreclosure processes were finalized, the County foreclosed on four parcels. Of the four parcels, two parcels were vacant land and two parcels contained improvements which were vacant. We attribute this low number to the outreach our Department provides to those who are facing foreclosure, and our efforts to help property owner’s find appropriate resources.
- Compliance – The Statewide Parcel Map data was submitted to the State of Wisconsin and passed compliance measures.
- Team Meetings – We continued to conduct monthly team meetings, allowing for strong communication and collaboration within the Department.

Budget

The total 2023 operating budget for the Treasurer and Real Property Listing Department was \$871,770, of which \$607,829 was property tax levy. The Department ended 2023 with a \$72,588 positive variance. The positive variance was attributed to an omitted tax payment, gain on the sale of a pre-2021 WI Act 216 property, and wages due to staffing changes.

	2023 Budget	2023 Results	Variance
Revenues	\$756,692	\$801,311	\$44,619
Expenses	\$871,770	\$749,402	\$122,368
Transfers In/Out	\$115,078	\$20,680	-\$94,398
Total	\$0	\$72,589	\$72,589

The Treasurer and Real Property Listing Department was successful in achieving the 2024 budget target. The total operating budget for our Department for 2024 is \$793,678, of which \$618,949 is property tax levy. We have a history of functioning very frugally, and we continue to search for cost saving processes and procedures for the people that we serve.

Issues and Challenges Ahead

One of the Department's biggest challenges ahead is to provide good wages and benefits to our employees in order to retain them.

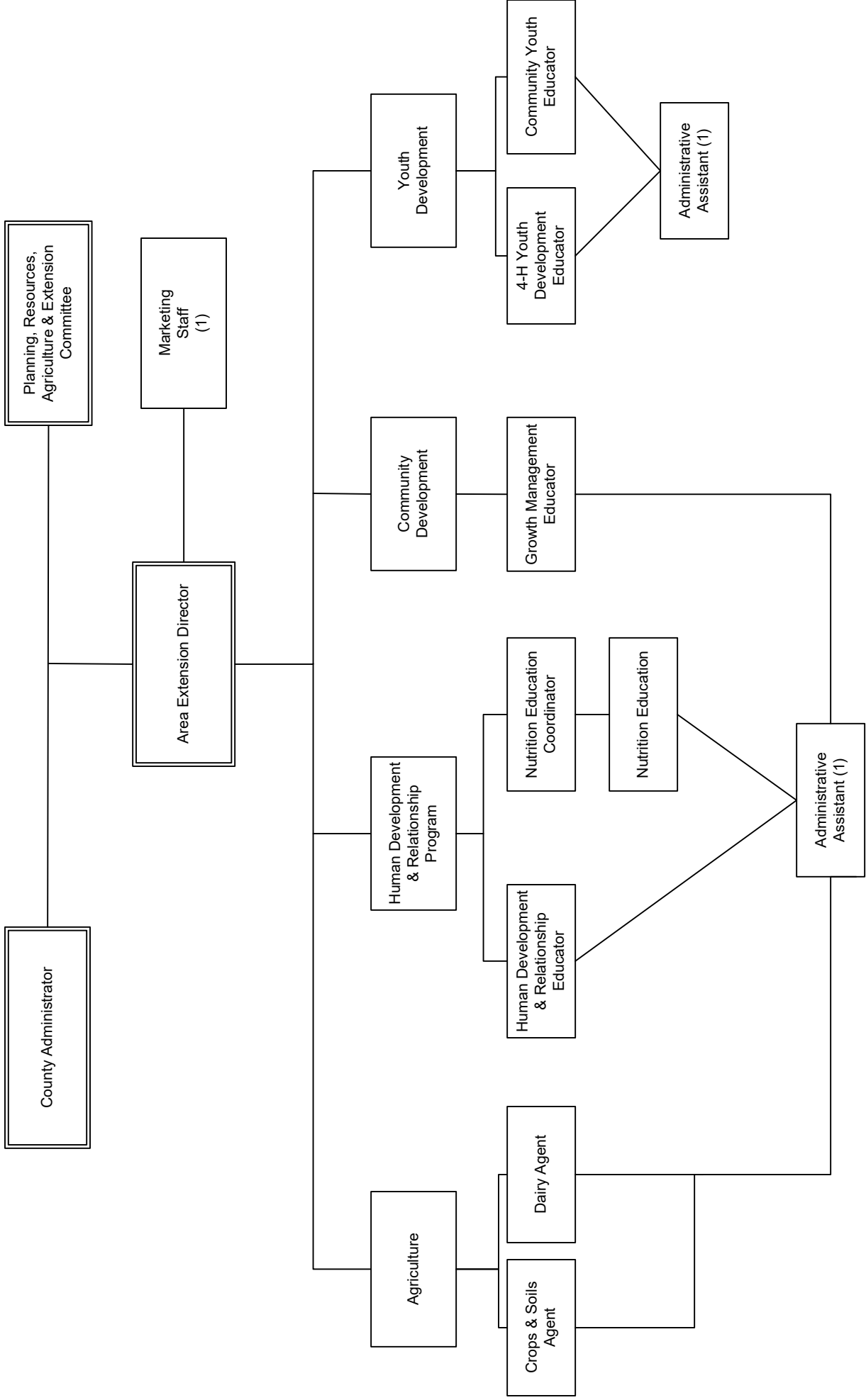
Additionally, the Lottery and Gaming Credit program of the State of Wisconsin continues to be extremely cumbersome to administer, and a number of property owners that qualify don't understand the program or respond to our mailings. The Department believes the solution requires our state legislators to make a change in the law to model the Lottery and Gaming Credit to be administered similarly to the First Dollar Credit. This would allow our Department more time to do outreach to delinquent property owners that need our services.

Goals and Objectives for 2024

- Collaborate with the Finance Department on the conversion project to Tyler Munis.
- Continue education for newer team members.
- Commence an audit on the Northern Ozaukee Farm Drainage District in collaboration with Ozaukee County.
- Remove the personal property tax roll, as required by 2023 WI Act 12.
- Begin the rollover of assessment data earlier than the middle of March.

U. W. Extension

Sheboygan County University of Wisconsin-Extension Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Jayna Hintz

Extension, Sheboygan County-University of Wisconsin-Madison

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to submit the 2023 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 2023 include: obtained vital input for the Cascade Village Board from residents regarding the future of the Cascade mill pond, dam, park, and Nichols Creek which ultimately guided the board to pursue a feasibility study for their residents' top-ranked alternative; provided groundwater and private well education through a well water testing event and educational session in the Town of Rhine; hired Human Development and Relationships Educator who met with over 20 community partners to build relationship and identify community needs; hired Crops Educator who began building relationships with producer-led watershed groups, Natural Resources Conservation Service and Farm Service Agency staff, growers, dairy producers, and the Sheboygan County Planning & Conservation Department with the goal of creating partnerships that allow us to scale future programming; FoodWise taught 358 nutrition education classes to 4,608 participants; revisited the Core Values of the Wisconsin 4-H Program with club leaders, officers, and youth leadership to refocus the program's vision and outcomes; responded to the rapid onset of drought conditions in early summer with timely crop management updates to growers around topics such as weed management, forage production, pests, cover crop considerations, and crop insurance.

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

Respectfully Submitted,

Jayna Hintz
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 2023

- In response to a request by the Cascade Village Board, created a two-page fact sheet, an open house feedback form, and a follow-up opinion survey that was sent to every household in the Village to obtain vital input regarding the future of the Cascade mill pond, dam, park, and Nichols Creek. A total of 74 residents provided feedback, which the Village Board took into consideration and ultimately voted in favor of pursuing a feasibility study for their residents' top-ranked alternative.
- Provided groundwater and private well education through a well water testing event and educational session in the Town of Rhine, held in cooperation with the certified lab at UW-Stevens Point. Over 130 households participated, which made this one of the highest attended events for this program in Sheboygan County. The follow-up educational and troubleshooting session was attended by 60 people.
- Hired a Human Development and Relationships (HDRI) Educator in July, 2023. The HDRI Educator has since met with over 20 community partners to build relationship and identify community needs.
- Newly hired Crops Educator began building relationships with producer-led watershed groups, Natural Resources Conservation Service and Farm Service Agency staff, growers, dairy producers and Planning & Conservation Department with the goal of creating partnerships that allow us to scale future programming.

- In response to the rapid onset of drought conditions in early summer, timely crop management updates were delivered to growers around topics such as weed management, forage production, pests, cover crop considerations, and crop insurance via newsletters, webinars, and presentations.
- Developed and delivered 14 formal meetings, 6 presentations, 12 factsheets, 2 popular press articles 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.
- Evaluated and updated Sheboygan County 4-H promotional materials, including social media and paper brochures, based on national 4-H campaigns and resources.
- Developed a more streamlined and efficient schedule with the Sheboygan County 4-H Leaders Association to maximize the use of committees and reduce the burden on volunteers.
- Revisited the Core Values of the Wisconsin 4-H Program with club, officers, and youth leadership to refocus the program's vision and outcomes. As a result of these efforts, 100% of participants in the Club Leadership Summit agreed or strongly agreed that they were an important part of the 4-H Program. Additionally, 97% indicated they could identify several Core Values of the 4-H Program.
- FoodWise taught 358 nutrition education classes to 4,608 participants. An additional 3,677 participants were reached through indirect education via printed materials.
- FoodWise coordinated the Sheboygan County Activity and Nutrition (SCAN) health coalition and led monthly meetings for over 50 SCAN members. The SCAN coalition worked on various projects to address health, physical activity, nutrition, and food security.
- FoodWise provided ongoing technical assistance and support for the most recent community health assessment (CHA) and community health improvement plan led by the Sheboygan County Public Health Division. This included creating the community health survey tool, conducting key stakeholder interviews, and providing feedback on the CHA report.

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$434,534	\$431,558	-\$2,976
Expenses	\$434,534	\$420,780	\$13,754
Total	\$0	\$10,778	\$10,778

The Extension, Sheboygan County, University of Wisconsin-Madison 2023 budget was \$434,534 with actual expenses of \$420,780. The 2023 levy amount was \$403,299. Our Department ended 2023 with a \$10,778 positive variance. The 2023 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 2024 is \$437,061 with a property tax levy of \$407,326.

Issues and Challenges Ahead

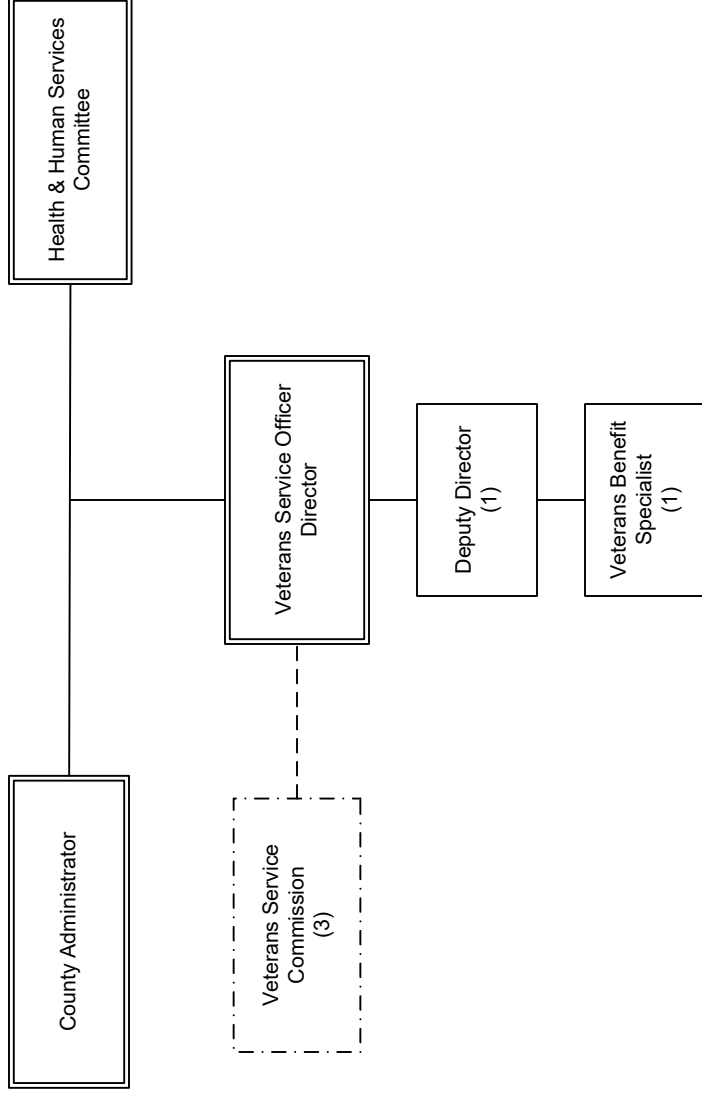
Hiring continues to be a challenge for two open positions due to limited pools of qualified candidates.

Goals and Objectives for 2024

- Provide ordinance guidance and mapping assistance for the Towns of Greenbush and Sheboygan Falls to update their Farmland Preservation Zoning Districts and apply to the Wisconsin Department of Agriculture, Trade, and Consumer Protection agency for a new certification to replace their current one that expires on December 31, 2024.
- Guide at least two local towns through the process of amending their zoning ordinance to include regulations for agritourism, which is an emerging land use with a variety of potential impacts.
- Host Regional Agriculture Day program in spring of 2024 to focus on multiple aspects of agriculture – farm marketing, animal nutrition, manure, and crop management.
- Encourage producer participation in on-farm trials related to nitrogen management and/or alfalfa yield and persistence
- Provided timely, research-based solutions to agricultural producers in Sheboygan County through programs, regular newsletters, and webinars.
- Increase in youth engagement and developmental relationships within the Sheboygan County 4-H Program based on the Wisconsin 4-H's Theory of Change in correlation with the 4-H Thriving Model.
- By September 2024, FoodWise eligible parents of young children will have increased knowledge of and/or access to healthy foods as a result of multi-level interventions.
- By September 2024, FoodWise eligible schools will report a positive change in food choices, access, and/or availability as a result of multi-level interventions.
- Life Span will offer education and support to Sheboygan County caregivers through re-establishing the local caregiver coalition, connecting caregivers to statewide resources and specialists, and by offering two Powerful Tools for Caregivers workshops (6-week series).
- Facilitate 7-session course, Planning AHEAD that helps adults of all ages to make end-of-life financial, healthcare, and final wishes decisions in order to reduce the stress experienced by survivors and to ensure that their wishes are honored.
- Work with County partners and agencies in the areas of supporting the aging community, financial security and family engagement and relationships to plan opportunities to address gaps in services.

Veterans Service

Sheboygan County Veterans Service Table of Organization





WISCONSIN

SHEBOYGAN COUNTY

Todd A. Richter
Veterans Services

March 1, 2024

Honorable Members of the Sheboygan County Board and County Administrator Alayne Krause,

I am pleased to present the 2023 Annual Report for the Veterans Service Department and Veterans Service Commission.

Our client base consists of approximately 6,636 veterans and their families. We provide advocacy and aid for these residents, helping to bring in over \$48 million of federal benefits annually to Sheboygan County. This is an increase of \$6 million in from 2022. 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.

The Department is once again increasing outreach to veterans and their families that have difficulties getting out of their homes. Additionally, the Department took time to review our current practices in 2023, and identified ways to better serve local veterans. One key to success is effective communication, not only in the Department, but also with community partners.

We have a staff of three full time positions and are accredited with multiple national organizations to represent clients and file claims with 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 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 as new laws are passed that affect veterans and their families. I am excited for what 2024 will bring and look forward to continuing our advocacy for veterans. We appreciate the guidance and support from 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 the 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 spouses and children who meet the VA qualifications.
- Pension for veterans or spouses 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.
- 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 funeral homes to ensure Military Honors are provided.
- 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 2023

- Partnered with the Aging and Disability Resource Center (ADRC) and the Economic Support Division to start quarterly management team meetings in the building and create a management team email group to increase collaboration between the departments.
- Due to the number of combat veterans in the County, we successfully increased the Vet Center Counselor's availability to 32 hours per week for two weeks and 40 hours per week the other two weeks of the month. The previous availability was 16 hours for two weeks and 32 hours for the other two weeks per month.

- We successfully launched a television campaign to inform Sheboygan County veterans about our Department and services with the support of an American Rescue Plan Act (ARPA) grant from the Wisconsin Department of Veterans Affairs

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$328,160	\$340,626	\$12,466
Expenses	\$328,160	\$339,911	-\$11,571
Total	\$0	\$715	\$715

The Veterans Services Department approved budget for 2023 was \$328,160, and ended with a positive variance of \$715 for 2023. The approved budget for 2024 is \$347,917 with a property tax levy of \$330,042.

Issues and Challenges Ahead

The Veterans Service Department continues to struggle with rating decisions made by the VA affecting our veterans. The VA experienced a large amount of turnover in their Benefit and Compensation Center. Claims that would normally take three to six months to receive a decision are now taking nine months to one year which affects the livelihood for local veterans. The Department will strive to open a dialogue with the regional office located in Milwaukee, Wisconsin to find a solution or a more effective way to help claims get through the adjudication process.

Additionally, the Department continues to seek volunteer drivers to help build and sustain the shared ride program with the ADRC. This program is a donation-based program which helps veterans and the elderly get to their medical appointments. These appointments can go as far north as Green Bay, as far south as Milwaukee, and as far west as Madison. In 2023 we were not able to fully fund this program due to limited funding and increased requests for services. Volunteer drivers are difficult to find, which also makes it very difficult to sustain this program.

Finally, our Department was without a part time, contracted employee in 2023. This 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. The biggest recruitment hurdle is pay for the potential employee. This program is a federally funded and pays the federal minimum wage, which currently is a rate of \$7.25 per hour.

Goals and Objectives for 2024

- Set up an outreach program at the Adell Senior Dining site to better serve rural areas.
- Promote the Veterans Service Department, through various avenues, with the use of ARPA funding provided by the Wisconsin Department of Veterans Affairs.
- Develop relationships with additional community partners to help better serve veterans. We will reach out to local businesses that may target veteran requests that we may not be able to help fiscally due to a limited budget.

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 2023

- Identified trends within the veteran community and targeted needs with additional programs to access assistance for veterans with the goal of creating long term stability.
- Provided outreach to smaller communities around the County to better reach rural veterans.
- Cases Accepted: 12
- Cases Not Accepted: 4

Budget

	2023 Budget	2023 Results	Variance
Revenues	\$20,812	\$20,812	\$0
Expenses	\$20,812	\$18,458	\$2,354
Total	\$0	\$2,354	\$2,354

The Veterans Service Commission approved budget for 2023 was \$20,812, and ended with a positive variance of \$2,354. The approved budget for 2024 is \$20,812 with a property tax levy of \$20,812.

Issues and Challenges Ahead

The Veterans Service Commission is challenged to develop the budget each year as it is difficult to forecast the amount of assistance that will be needed. As many pandemic-era programs are ending, requests for assistance are increasing. The Commission will work with community partners to assist with the requests we receive, and the Commission will continue to remain fiscally responsible to County taxpayers while trying to meet the needs of veterans. Finally, the Commission continues to be challenged to promote services offered throughout the community.

Goals and Objectives for 2024

- Work with the ADRC staff to attract and retain volunteer drivers to provide critical transportation to Veterans.
- Identify and track current trends for assistance requests.
- Educate the Veterans Service Commissioners on the Department's budget process. This will allow for more effective expenditures to better serve customers.