

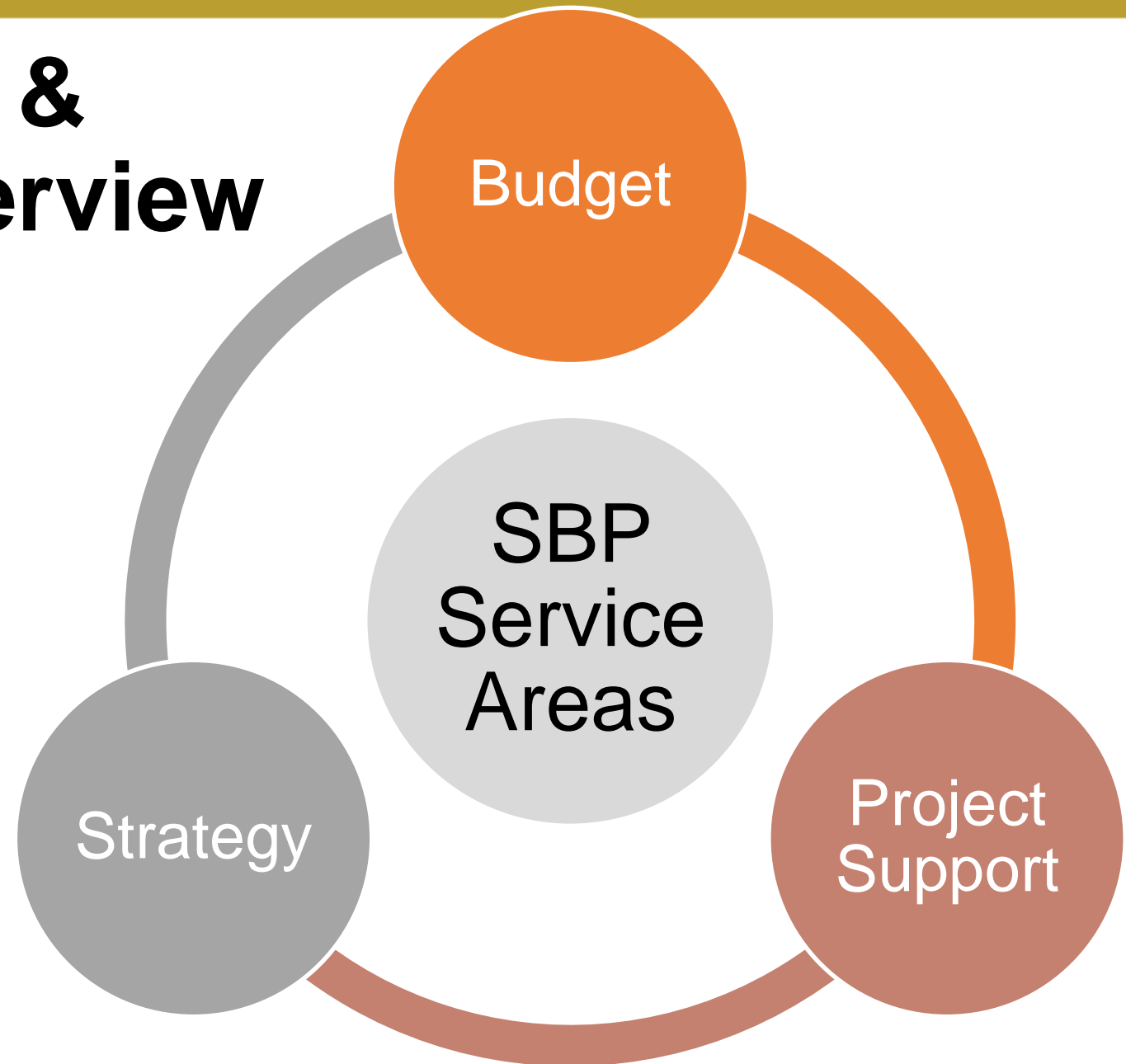
Office of Strategy, Budget and Performance

2024 Annual Report to the Milwaukee County
Board of Supervisors



Strategy, Budget & Performance Overview

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



SBP Office Service Areas

The Office of SBP works to strengthen county business practices and strategically align critical resources that advance the mission and improve Milwaukee County's fiscal health.

STRATEGY

The Strategy service area works with all departments and elected offices to drive meaningful progress within the county's strategic plan.

BUDGET

The Budget service area leads the development and implementation of the county's \$1.4 billion annual operating and capital budgets and supports the county's efforts toward achieving long-term financial sustainability.

PROJECT MANAGEMENT OFFICE

The PMO leads efforts to advance Milwaukee County's strategic plan by managing mission-driven projects through project management, grant development and internal communications support.

Office Strategic Plan

- SBP developed a five-year strategic plan (2023-2027)
- Office leaders review a 2024 key performance indicator scorecard weekly to assess progress
- Staff developed and implement activities aligned to annual goals to track milestone achievements

OFFICE OF STRATEGY, BUDGET & PERFORMANCE 2023-2027

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

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

The Office of Strategy, Budget and Performance: "By achieving racial equity, Milwaukee is the best place to live, work and play."

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

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

- Inclusion:** We actively seek diverse perspectives.
- Influence:** We collectively use our power.
- Integrity:** We do the right thing even when it's hard.
- Innovation:** We find new and better ways to solve problems.

As an enterprise-wide office serving every part of the county, the Office of Strategy, Budget and Performance plays a role in advancing all nine strategic objectives.

Create Intentional Inclusion

- Reflect the full diversity of Milwaukee County at every level of county government.
- Create and nurture an inclusive culture across Milwaukee County.
- Increase the number of Milwaukee County contracts awarded to minority and women-owned businesses.

Office of Strategy, Budget & Performance Goals	Milwaukee County Strategic Objective Alignment	2027 Office of Strategy, Budget & Performance Targets	We will know we're successful when...
Lead Milwaukee County's Strategic Plan	All	<ul style="list-style-type: none"> Align all county services to the advancement of Milwaukee County's strategic plan. Centralize all performance measurements to the Milwaukee County Strategy Dashboard. Facilitate measurable progress in one or more social determinant of health (e.g. housing). 	<ul style="list-style-type: none"> We can explain clearly why every dollar we spend advances our strategy and we spend more money on strategic priorities. Performance measures for all services can be tracked on the strategy dashboard. More residents live in quality, affordable housing in 2027 than in 2022.
Utilize an equitable lens for budgeting	2C: Racial Equity Lens 3A: Invest Upstream	A racial equity lens is applied to budget decisions at the countywide level.	Application of the Racial Equity Budget Tool and related processes become embedded into standard decision-making regarding the budget process.
Improve Milwaukee County's fiscal health	3B: Fiscal Health	<ul style="list-style-type: none"> Reduce the structural deficit. Increase revenue and resources that allow Milwaukee County to invest upstream. Reduce the deferred capital infrastructure. 	<ul style="list-style-type: none"> Reduce the structural deficit compared to 2022. Increase the amount of money invested into services that align to the determinants of health. A balanced Milwaukee County funding policy is created addressing the annual capital infrastructure needs of core services with project management capacity.
Improve Milwaukee County operations and innovative practices	2A: Service Alignment 2B: Break Down Silos 3B: Fiscal Health	<ul style="list-style-type: none"> Maintain standard procedures for project management across Milwaukee County. Improve processes by creating measurable efficiencies in the way Milwaukee County operates. 	<ul style="list-style-type: none"> All departments use the same tools and processes to efficiently execute projects that advance Milwaukee County's vision. Reduce the number of steps needed to deliver Milwaukee County services.
Increase engagement of the workforce	2B: Break Down Silos	Maintain a high functioning internal communications unit.	Employees know what's going on throughout Milwaukee County – both what we are doing and why we're doing it.

To learn more about Milwaukee County's journey toward racial equity, please visit county.milwaukee.gov/Vision.

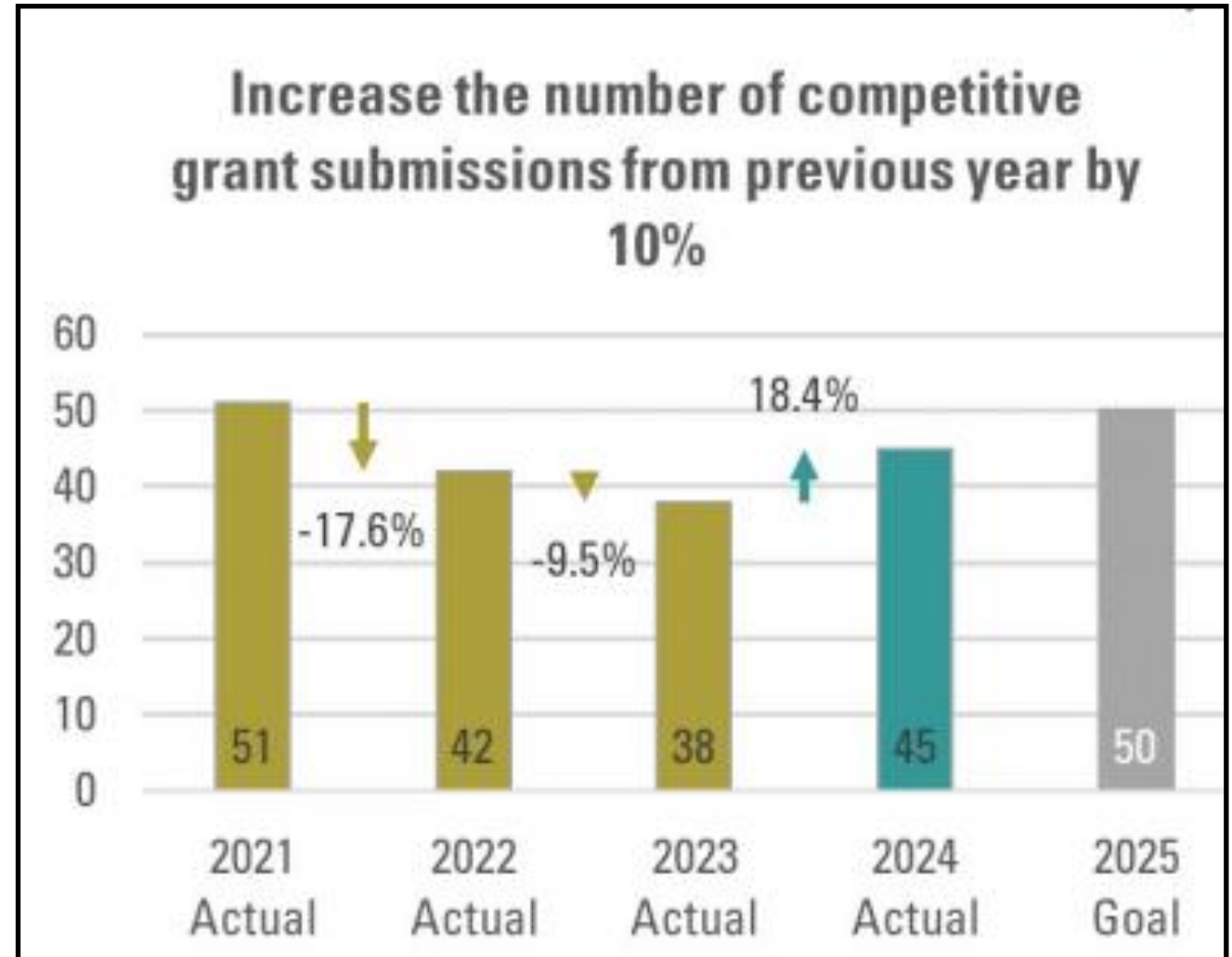
To learn more about the Office of Strategy, Budget and Performance, please visit county.milwaukee.gov/EN/Strategy-Budget-and-Performance.

Strategy, Budget & Performance Goals

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

Goal 1

- 45 grant proposals in 2024 totaling \$106.4M (11% increase)
- As of April 2025, 26 awards totaling \$23.2M (56% success rate)
- 6 proposals pending \$26.7M
- Since inception in 2021, the grant development team has supported department efforts to obtain \$136.1M of competitive grants



Goal 2

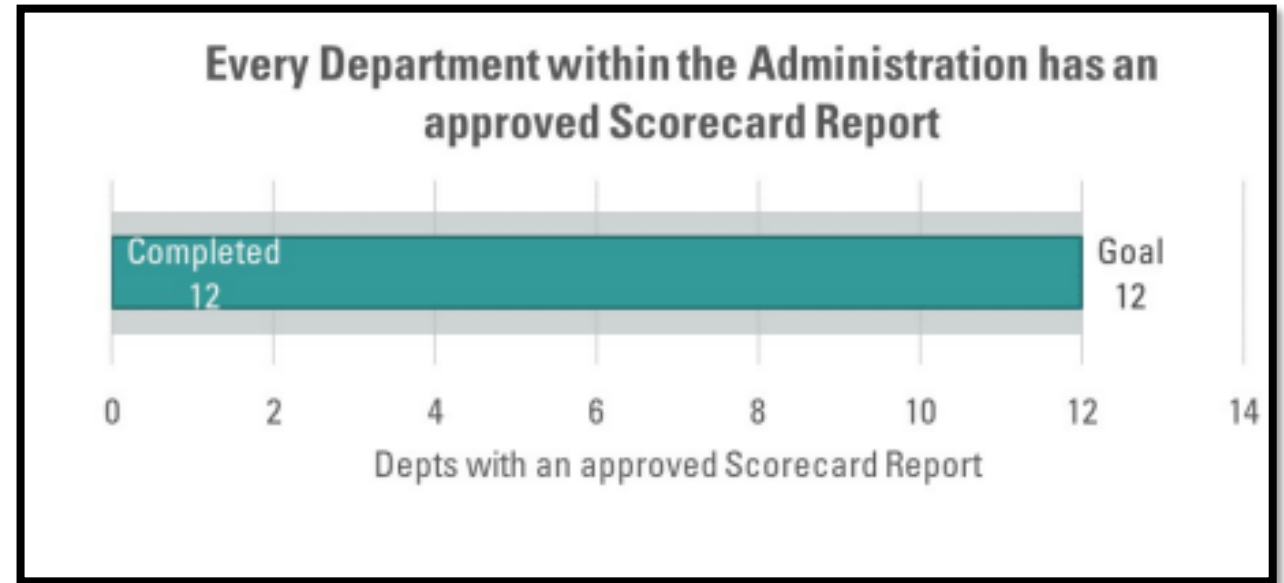
In 2024, the PMO carried out and concluded 20 projects requiring continuous improvement or general project management assistance. Project examples include:

- Improvements in contract compliance practices, transitions of elected officials, record dispositioning, audit compliance;
- Establishment of the Future State contract, Policy Strategy Team, homeowner displacement dashboard;
- Transitions of Child Support Services into the Department of Health & Human Services and correctional food services vendors across correctional facilities.
- Development of content for the 2025-27 Biennial State Budget Priorities document.



Goal 3

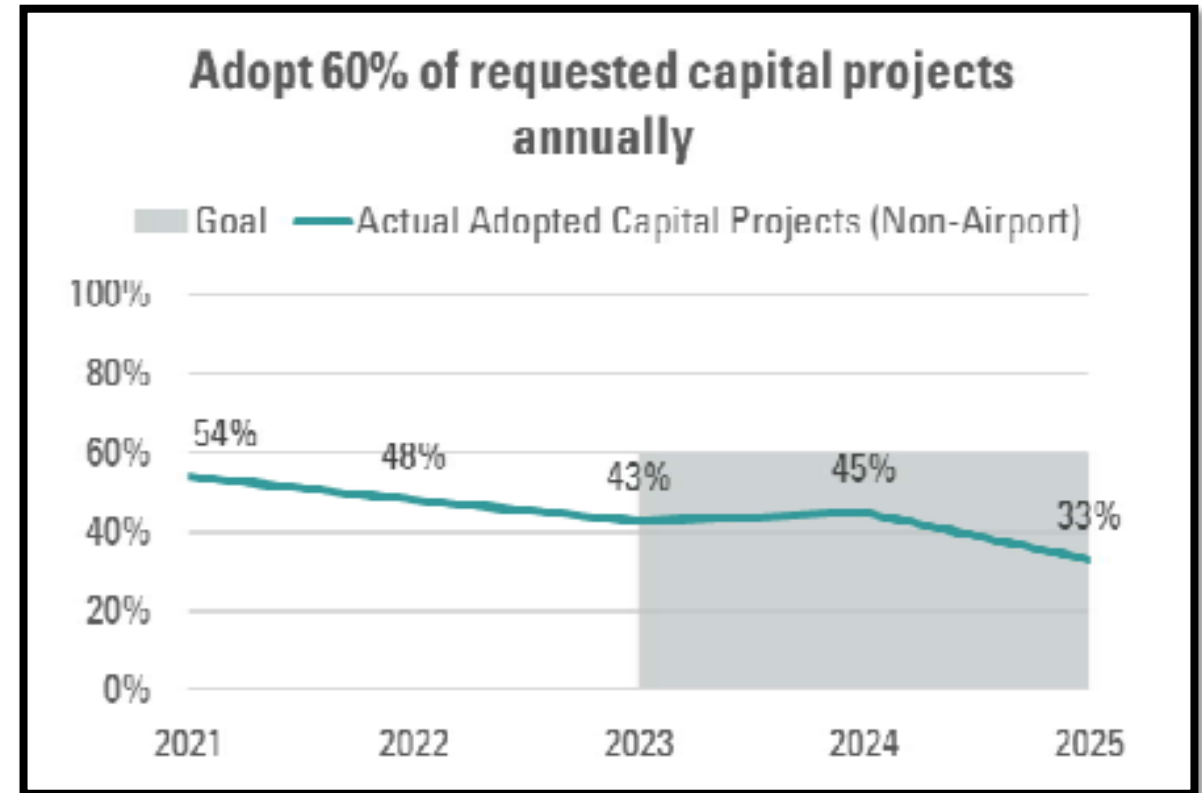
All Departments within the Administration submitted a Scorecard Report in July 2024, with their 2025 budgets. These reports visualize approximately five key measures tied to each Department's strategic goals and will continue to be used annually to transparently communicate progress



Goal 4

Percentage of adopted projects was reduced from 45% to 33% in 2025

- *Bonding cap – limits available funding*
- *2024 budget included influx of one-time funding as a result of 0.4% sales tax (\$10.4M) which was not available in 2025*
- *2025 budget included numerous large size projects which consumed bonding cap availability, such as \$11.6M for Fleet & Bus replacements, \$6.3M for Underwood Creek Parkway, \$7.6M for Highway and Bridge projects*

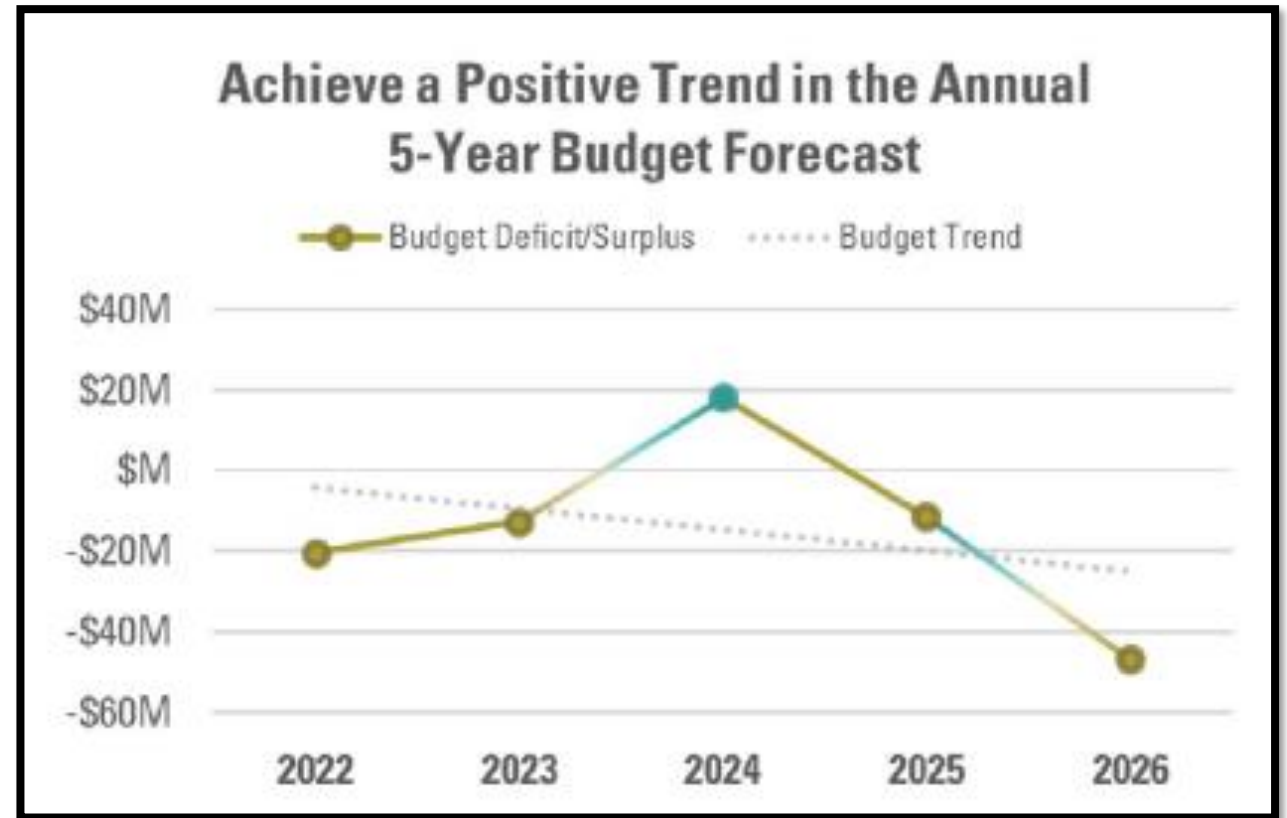


Goal 5

Updated Comptroller 5-Year forecast for 2026-2030 reflects an increase in the structural deficit, to \$46.7 million in 2026 growing to \$171.5 million by 2030 due to:

- *State imposed caps and limitations on revenue growth*
- *Increased salary and overtime expenditures*
- *Increased health care expenditures*

County will need to continue efforts to pursue expenditure savings and revenue increases, in order to reverse this trend in the forecast in future years





**MILWAUKEE
COUNTY**