

# Strategy, Budget & Performance Office

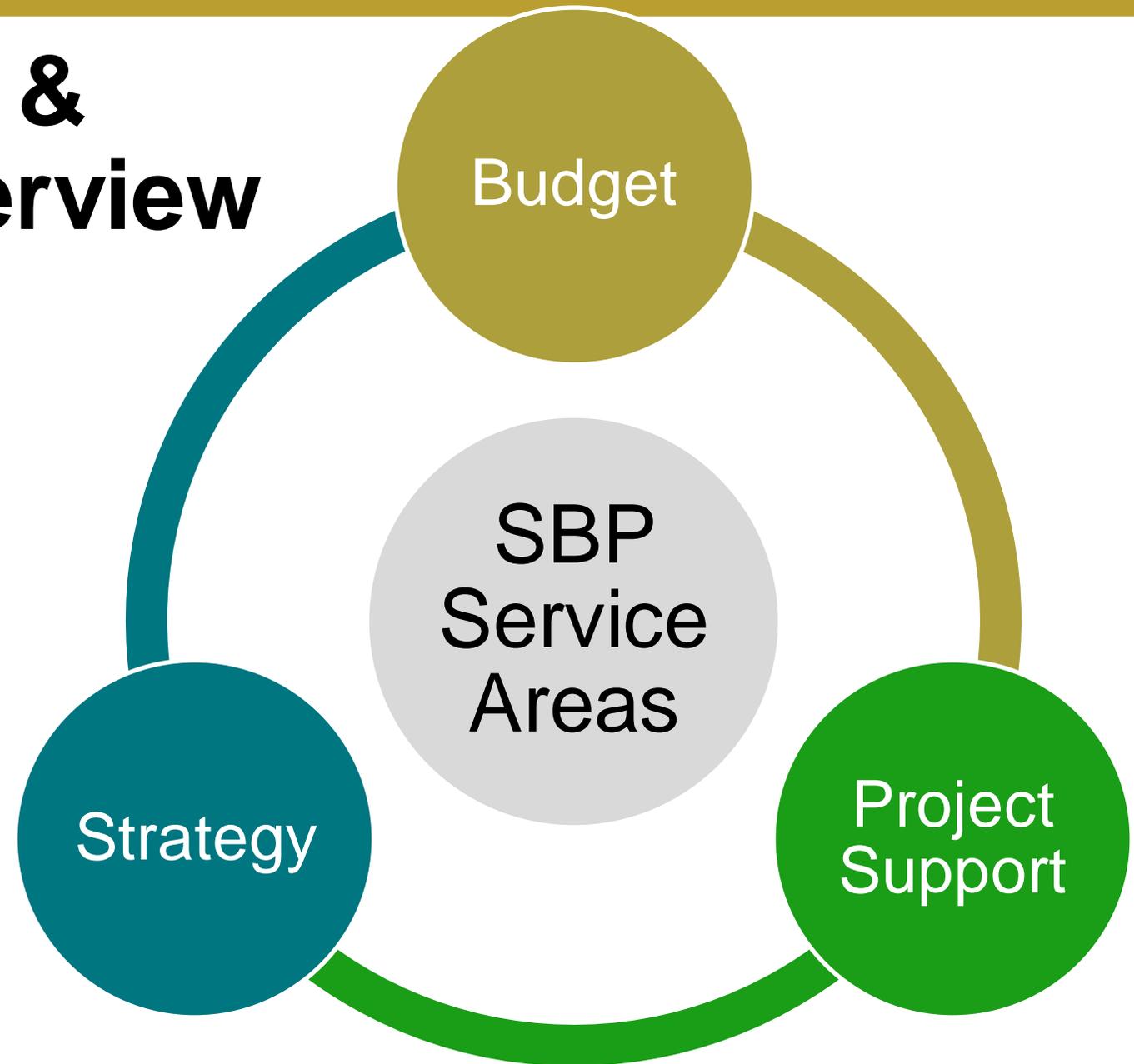
2022 Annual Report

May 2023



# Strategy, Budget & Performance Overview

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



# Strategy, Budget & Performance

## *Mission*

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

## *Values*

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

# SBP Office 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 \$1.2 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.

# Top Three Office Goals

## STRATEGY

1) Develop three dashboards on the County Strategy Dashboard in order to provide stakeholders within and outside of Milwaukee County government with actionable data regarding racial disparities in order to influence equity-driven decisions.

## BUDGET

2) Support efforts to improve the County's fiscal sustainability, while also utilizing an equitable lens for budgeting. This goal is aligned with strategic objective 3B regarding fiscal health and sustainability.

## PROJECT MANAGEMENT OFFICE

3) Milwaukee County will secure competitive grant revenue to improve our ability to invest upstream and support fiscal sustainability. By 12/31/22, Milwaukee County will submit 45 grant applications, totaling \$40M as measured by the PMO tracker per AMOP 11.01.

# Goal Accomplishments



1) SBP exceeded its goal by developing four dashboards: the workforce dashboard, housing dashboard, Medical Examiner dashboard, and the overdose dashboard.



2) Racial equity criteria was used as part of the overall scoring methodology as part of the capital review process.



3) The 2022 grant development goal was accomplished to that extent that \$143,639,000 was requested through 38 grant proposals, exceeding the anticipated amount of competitive grant funding pursued. This 2022 request amount also exceeds 2021 requests which totaled \$122,775,023.

# Strategy Service Area

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- Accomplishment Highlights
- Enabling Factors
- Existing Needs

# Budget Service Area

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- Accomplishment Highlights
- Enabling Factors
- Existing Needs

# **Project Management Office**

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- **Accomplishment Highlights**
- **Enabling Factors**
- **Existing Needs**

# Office Strategic Plan

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



The Office of Strategy, Budget and Performance  
"By achieving racial equity, Milwaukee is t

The office's mission is "We support Milwa  
decisions and implementing innovative sol

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

- **Inclusion:** We actively seek diverse
- **Influence:** We collectively use our p
- **Integrity:** We do the right thing ever
- **Innovation:** We find new and better

As an enterprise-wide office serving every  
and Performance plays a role in advancing

### 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

2023-

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

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

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

Office of Strategy, Budget & Performance Goals	Milwaukee County Strategic Objective Alignment	2027 Office of Strategy, Budget & Performance Targets	We will know we're successful when...
Lead Milwaukee County's Strategic Plan	All	Align all county services to the advancement of Milwaukee County's strategic plan.	We can explain clearly why every dollar we spend advances our strategy and we spend more money on strategic priorities.
		Centralize all performance measurements to the Milwaukee County Strategy Dashboard.	Performance measures for all services can be tracked on the strategy dashboard.
		Facilitate measurable progress in one or more social determinant of health (e.g. housing).	More residents live in quality, affordable housing in 2027 than in 2022.
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	Reduce the structural deficit.	Reduce the structural deficit compared to 2022.
		Increase revenue and resources that allow Milwaukee County to invest upstream.	Increase the amount of money invested into services that align to the determinants of health.
		Reduce the deferred capital infrastructure.	A balanced Milwaukee County funding policy is created addressing the annual capital infrastructure needs of core services with project management capacity.
Improve Milwaukee County operations and innovative practices	2A: Service Alignment 2B: Break Down Silos 3B: Fiscal Health	Maintain standard procedures for project management across Milwaukee County.	All departments use the same tools and processes to efficiently execute projects that advance Milwaukee County's vision.
		Improve processes by creating measurable efficiencies in the way Milwaukee County operates.	Reduce the number of steps needed to deliver Milwaukee County services.
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](https://www.county.milwaukee.gov/Vision).

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



**MILWAUKEE  
COUNTY**