

**COUNTY OF MILWAUKEE**  
Inter-Office Communication

Date: November 13, 2024

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Margo Franklin, Chief Human Resource Officer, Department of Human Resources  
Denita Ball, Sheriff, Milwaukee County Sheriff's Office *Denita Ball*

Subject: A request from the Chief Human Resources Officer requesting authorization to execute a Professional Services Agreement not to exceed \$300,000 with the International Association of Chiefs of Police and requesting an appropriation transfer to reallocate \$300,000 of previously approved funds from the allocated contingency to the Department of Human Resources.

File Type: Action Report

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**REQUEST**

The Department of Human Resources is requesting authorization to enter into a professional services agreement with the International Association of Chiefs of Police for consultation services as part of the Milwaukee County Sheriff's Office (MCSO) Operational Analysis and requesting an appropriation transfer to reallocate \$300,000 of previously approved funds from the allocated contingency to the Department of Human Resources.

**POLICY**

In August 2024, the Milwaukee County Board of Supervisors approved [File 24-755](#), which authorized the Office of Strategy, Budget, and Performance to allocate \$300,000 to allow the Department of Human Resources, working in conjunction with the Milwaukee County Sheriff's Office for an independent study of Sheriff Operations to be performed by an external contractor with expertise in operational consulting for municipal law enforcement agencies, to evaluate organizational needs and maximize performance. File 24-755 placed \$300,000 into an allocated contingency account in Agency 194-1945 for this purpose, and these funds are now requested to be transferred to the Department of Human Resources to support the contract costs.

**BACKGROUND**

The Milwaukee County Sheriff's Office (MCSO) Operational Analysis project will assess MCSO's operations, technology, policies and procedures, and staffing model. The analysis will provide baseline data regarding staffing needs throughout the agency. The assessment will result in recommendations for a multifaceted approach to improving services, including community engagement, operational improvements, technological advancements, and a commitment to continuous improvement and accountability.

The MCSO Operational Analysis project will primarily focus on five areas: recruitment and retention, training and education, mental health and wellness, technology and data management, and budget constraints.

An RFP (Request for Proposal) was issued in August 2024 through the Department of Administrative Services, Procurement Division, seeking competitive proposals from qualified firms to provide an operational analysis. The RFP review panel reviewed and evaluated all offers' proposals and recommended that an agreement be awarded to the International Association of Chiefs of Police.

The RFP included a 7% Targeted Business Enterprise goal. The International Association of Chiefs of Police plans to exceed this goal by subcontracting 15% of the contract to HR Consultants, Inc., a Targeted Business Enterprise firm.

### **ALIGNMENT TO STRATEGIC PLAN**

Describe how the item aligns to the objectives in the [strategic plan](#):

- 1A: Reflect the full diversity of the County at every level of County government
- 1B: Create and nurture an inclusive culture across County government
- 1C: Increase the number of County contracts awarded to minority and women-owned businesses
- 2A: Determine what, where, and how we deliver services to advance health equity
- 2B: Break down silos across County government to maximize access to and quality of services offered
- 2C: Apply a racial equity lens to all decisions
- 3A: Invest "upstream" to address root causes of health disparities
- 3B: Enhance the County's fiscal health and sustainability
- 3C: Dismantle barriers to diverse and inclusive communities

While this project advances all of the County's strategic goals, it especially aligns with goal 2A: "Determine what, where, and how we deliver services to advance health equity," and 3B: "Enhance the County's Fiscal health and sustainability." The MCSO provides vital services to the County and the community. This study is intended to identify operational improvements, technological enhancements, and opportunities for continuous improvement and will provide baseline data regarding staffing needs throughout the department.

### **FISCAL EFFECT**

Funding was identified and approved within File 24-755 to support the cost of this operational analysis. A fiscal note is attached.

### **VIRTUAL MEETING INVITES**

Joseph Lamers, Directory, Office of Strategy, Budget, and Performance  
Claire Miller, Senior Manager, Office of Strategy, Budget and Performance  
Heather Wolfgram, Project Manager, Office of Strategy, Budget, and Performance  
Denita Ball, Sheriff, Milwaukee County Sheriff's Office  
Genaro Baez, Director of HR Operations, Talent Acquisition and Learning & Development  
Brian Barkow, Inspector (Acting Chief Deputy), Milwaukee County Sheriff's Office  
Dan Hughes, Chief Deputy, Milwaukee County Sheriff's Office

**PREPARED BY:**

Heather Wolfgram, Strategy and Performance Project Manager, Office of Strategy, Budget and Performance

**ATTACHMENTS:**

Fiscal Note

Resolution

cc:

County Executive David Crowley

Mary Jo Meyers, Chief of Staff, County Executive's Office

Margo Franklin, Chief Human Resources Officer

Scott Brown, Corporation Counsel

Supervisor Willie Johnson Jr., Chairman, Finance Committee

Aaron Hertzberg, Director, Department of Administrative Services (DAS)

Liz Sumner, Comptroller

Stephen Cady, Research & Policy Director, Comptroller's Office

Joe Lamers, Director of Strategy Budget and Performance (SBP)

Claire Miller, Senior Manager, Office of Strategy, Budget and Performance

Heather Wolfgram, Project Manager, Office of Strategy, Budget, and Performance

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