COUNTY OF MILWAUKEE
Inter-Office Communication

Date: April 27, 2026

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

From: Cassandra Libal, Director, Office of Emergency Management

Subject: Computer Aided Dispatch [CAD] System Study

File Type: Informational Report

REQUEST

Report from the Director, Office of Emergency Management, providing an executive summary of the results of the consultation services provided by Mission Critical Partners regarding the evaluation of the Computer Aided Dispatch systems in Milwaukee County.

POLICY

Through the Emergency Management's 911 Division, OEM meets the statutory obligations of Milwaukee County Ordinance Chapter 91. This legal framework provides the authority and guidelines for handling cellular emergency 911 calls initiating first responders to assist Milwaukee County residents.

Milwaukee County Code of General Ordinances:	Chapter 91 - CELLULAR NETWORK 9-1-1 CALLS | Code of Ordinances | Milwaukee County, WI | Municode Library

BACKGROUND

For the last 7 years, OEM has added a CAD system replacement to the Capital Projects. The current vendor is limited in its scope, causing concerns within OEM and with our municipal partners. In 2024, the Capital Projects Committee suggested contacting a consultant to review the entire Milwaukee County CAD system and provide recommendations on if a replacement CAD is needed and beneficial to the Milwaukee System. In 2024, we received an unexpected funding surplus, allowing us to move forward with the committee's recommendation sooner than expected. In March of 2025, we requested authorization to enter into a purchase service contract with Mission Critical Partners [MCP] for consultation of evaluation of the Computer Aided Dispatch systems in Milwaukee County.

Related File No's:	25-226
Previous Action Date(s):	March 17, 2025

ALIGNMENT TO STRATEGIC PLAN

1B: Create and nurture an inclusive culture across County government
3B: Enhance the County's fiscal health and sustainability

OEM and MCP believe that public safety communications are the foundational layer of emergency response—yet across much of the country, PSAP operations remain fragmented, under-resourced, and unevenly equipped to meet modern challenges. Multiple centers within the same county or region duplicate technology, facilities, and staff functions while struggling individually with turnover, funding constraints, and compliance requirements. This structural fragmentation drives inefficiency and risk: higher costs, inconsistent service, and reduced resilience. Per the report findings, duplicate systems and fragmented infrastructure inflate operational costs by 10% to 25% annually while weakening interoperability and cybersecurity. Technology and shared systems-based regionalization addresses these issues without requiring the organizational restructuring that physical consolidation demands—making it an accessible path forward for organizations that are not ready or willing to consolidate fully. Technology and shared systems-based regionalization involves sharing existing technology and IT infrastructure, coordinating technology purchases or upgrades, and planning systems as a whole rather than in silos. The goal is to leverage existing technologies where applicable and incorporate new systems into the overall communications landscape.

When PSAPs plan technology independently, this system fragments; when they plan together, they create a cohesive infrastructure that benefits all. MCP recommends that Milwaukee County PSAPs leverage the opportunities that exist to expand technology regionalization by procuring a new CAD system for the entire region and a shared logging recorder system. These efforts would improve regional interoperability, allow PSAPs to share incident details, streamline mutual aid, and reduce call transfer delays. Procuring a shared system adds layers of failover and redundancy to enhance operations. Technology regionalization can pave the way to physical regionalization while reducing risk, improving emergency response, and improving economies of scale.

FISCAL EFFECT

The report is informational only and there is no fiscal impact as surplus funds from 2024 were used to fund this project.

TERMS

January 1, 2026 – June 30, 2026

VIRTUAL MEETING INVITES

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PREPARED BY:

Cassandra Libal, OEM Director

APPROVED BY:
Cassandra Libal, OEM Director

ATTACHMENTS:
Study - Executive Summary
Study – Full Report

cc: Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors
Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk