

# Department of Human Resources

2024 Recommended Budget  
October 13, 2023



# Department Purpose

- The purpose of the Department of Human Resources (DHR) is to ensure Milwaukee County can successfully achieve the strategic plan through its employees. DHR implements and sustains programs, policies and procedures that manage the staffing, compensation, benefits and performance of all Milwaukee County employees while maintaining organizational compliance with all applicable employment laws and regulations.
- In alignment with the strategic plan, DHR's recruitment, hiring, training and performance management practices are intentionally designed to create an inclusive workplace reflective of the constituents that Milwaukee County serves.



# HR Presenters

- Margo Franklin, Chief Human Resources Officer
- Tony Maze, Employee Benefits Director
- Jennifer Mueller, HR Analyst
- Kellee Wilbourn, HR Manager
- Dan Terrio, HR Program Manager
- Debbie Rios, Talent Acquisition Manager
- Peter LaBonte, HR Program Manager
- Jacob Augustine, Sr. Compliance and Research Analyst



# 2023 Successes

- Completed Phase 2 of the Compensation Transformation Project. This phase included the migration to a simplified stepless salary structure for all non-represented employees within Milwaukee County.
- Finalized Diversity, Equity and Inclusion strategic roadmap.
- Successful implementation of 6 Network Resource Groups, which attracted participation from 250 Milwaukee County employees.
- Added an additional one (1) FTE Diversity Recruiter to assist with diverse hiring efforts.
- Introducing Real Appeal - Weight Management Program and Implemented a new Wellness Administrator WebMD.
- Proposed enhancements for paid time off benefits.
- Created a user-friendly course catalog with individual product sheets and expanded training offerings for ILT, ILVT, and eLearning courses.
  - 2023: 824 employees, with 136 hours of training in 59 sessions.



# 2023 Successes – Continued

- Facilitated the County's COVID-19 mitigation processes up to and through the ending of the public health emergency.
- Partnered with the Office of Equity on the development and successful implementation of the DEI Activity and Culture Census.
- Providing key support and leadership for the Equitable Policy Review assessment project.
- Reinstated in-person attendance option for pension events (Annual Pension Board meeting, educational seminars, Pension Board meetings).
- Pension administration system updates to provide more avenues for employees/retirees to engage with RPS. Increased use of Digital Self-Service site.



# 2023 Successes – Continued

- Fully implemented the Dayforce Performance Management module for all performance appraisal types including annual and probationary reviews.
- Ensured the distribution of Employee Engagement Survey results reports to all Departments and Employee segments.
- Produced over 50 customized survey results reports for County Leaders.
- Presented engagement survey results to numerous stakeholders including Department Leaders, Elected Leaders and Employees.
- Developed and distributed an engagement survey results action planning toolkit.
- Reimagined Virtual New Employee Orientation by offering sessions every week instead of every other week and expanded the drug screen window from two (2) days to seven (7) days for positions that are not federally regulated.



# 2023 Successes – Continued

- Launched the Hiring Manger Toolkit to help leaders in the recruiting process and best practices. It provides leaders with recruiting best practices from interviewing, sourcing, creating an equitable process, civil service overview and interview guide samples.
- 2023 hiring metrics to date show a 20% increase in hires versus 2022 and a 20% increase in diverse hires versus 2022.
- Recognized by United Migrant Opportunities Services (UMOS) as the 2023 UMOS Corporate Sponsor of the Year for being an avid supporter of UMOS, for helping the individuals and families in the communities we serve, and sponsoring/ participating in events.
- Recognized by the Wisconsin Chinese Chamber of Commerce as a sponsor and supporting the community. DHR has sponsored and participated in events.



# Challenges

- Advancing the Compensation Transformation Project will require the creation of job families and the consolidation/ standardization of job titles. This transformation will require full partnership and coordination with all departments and leaders within Milwaukee County.
- Major change to pension benefit passed in 2023 that will require significant work to implement.
- Budgetary restrictions that limit RPS' ability to provide services to member, including but not limited to, high turnover within RPS.
- Significant increase in the volume of candidates moving through the pre-employment process without an increase to resources. Increased hiring requires additional work, e.g., new hire processing, candidate screenings, follow-up, etc.
- No centralized funding for countywide recruitment strategies and lack of technology and tools to enhance candidate sourcing for diverse talent.





# Challenges - Continued

- Data quality issues with historical data disables the ability to properly track historical workforce trends to compare with current trends.
- System limitations negatively impact the collection of some vital workforce demographic data.
- Learning curve when introducing new benefit products and procedures, i.e., FMLA, Short-term and Long-term Disability and Paid Parental Leave.
- Lack of ongoing resources designated to Diversity, Equity, and Inclusion programs to expand work towards the County's vision of Racial Equity.
- Limited ability to systematically collect and analyze other indicators of employee engagement including turnover, absenteeism, corrective actions, and other leading and lagging indicators.
- Lack of resources to develop and support additional employee engagement actions.
- Ongoing challenges in the development and implementation of career path programs, succession planning and other approaches to engage and retain employees.



# Strategic Focus Area Alignment

## ■ Create Intentional Inclusion

- DHR talent acquisition programs will be developed to strengthen racial and gender diversity representation of Milwaukee County employees at all levels of the organization. Talent leadership will partner with the respective leadership teams for each department/agency within the County for the creation of Diversity Workforce Plans.
- Systematically evaluating and improving Employee Engagement provides the framework and foundation to creating a culture of inclusion within Milwaukee County.

## ■ Bridge the Gap

- DHR talent selection programs will be updated to remove unconscious biases, creating organic opportunities to hire, promote and develop a more inclusive workforce. Talent and Learning teams will create training aides for people managers on inclusive recruitment practices.
- Retirement Plan Services will streamline the retirement process and make benefit information more accessible so employees can make informed decisions about their futures.

## ■ Invest in Equity

- DHR's Compensation Transformation project efforts will enhance equity with respect to more accurately and more consistently priced jobs, internally and externally.
- Provide education to Pension Board based on needs identified in skills assessment to ensure trustees have the knowledge needed to make sound investment and governance decisions.



# Budget Data

	2023	2024	Variance
Expenditures	\$5,955,244	\$6,708,107	\$752,863
Revenue	\$6,000	\$6,000	\$0
Tax Levy	\$5,949,244	\$6,702,107	\$752,863



# Changes in 2024 – One-Time

- \$100,000 is added for the biennial employee engagement survey.
- \$25,000 is added to assist the Sheriff's Office hire and bolster the staffing of Correctional Officer (CO) positions. This is a one-time budgeted item in 2024.
- \$70,000 is added for Diversity, Equity, and Inclusion (DEI) initiatives. This is a one-time budgeted item in 2024. These dollars would further enhance such initiatives and help Milwaukee County reach the goals of becoming an employer of choice and work towards becoming the healthiest County in the State.



# Changes in 2024 – Ongoing

- 1.0 FTE position of Diversity, Equity, and Inclusion Director (\$101,577) is created in the Director's Office.
- 1.0 FTE position of Deputy RPS Director (\$102,487) is created in the Retirement Plan Services division. Due to approved Wisconsin Act 12.
- 2.0 FTE positions of Specialist HR Systems/Comp are reallocated from Pay Grade 23M to 29M.
- 1.0 FTE position of Management Assistant is abolished and 1.0 FTE position of HR Generalist is created.
- \$75,000 is added for the ongoing compensation study work.



# Closing

The Department of Human Resources is committed to becoming an “Employer of Choice” with a high-performing, engaged workforce that meets and exceeds business objectives. Our department believes in fostering an inclusive environment where varying employee perspectives are valued and respected and supports attaining our strategic mission and vision to make Milwaukee County the healthiest county in Wisconsin.



# Questions?



**MILWAUKEE  
COUNTY**



**MILWAUKEE  
COUNTY**





# Department of Health and Human Services

2024 Recommended Budget

October 13, 2023



MILWAUKEE  
COUNTY

# Department of Health & Human Services

Aging & Disabilities Services

Behavioral Health Services

Child Support Services

Children, Youth & Family Services

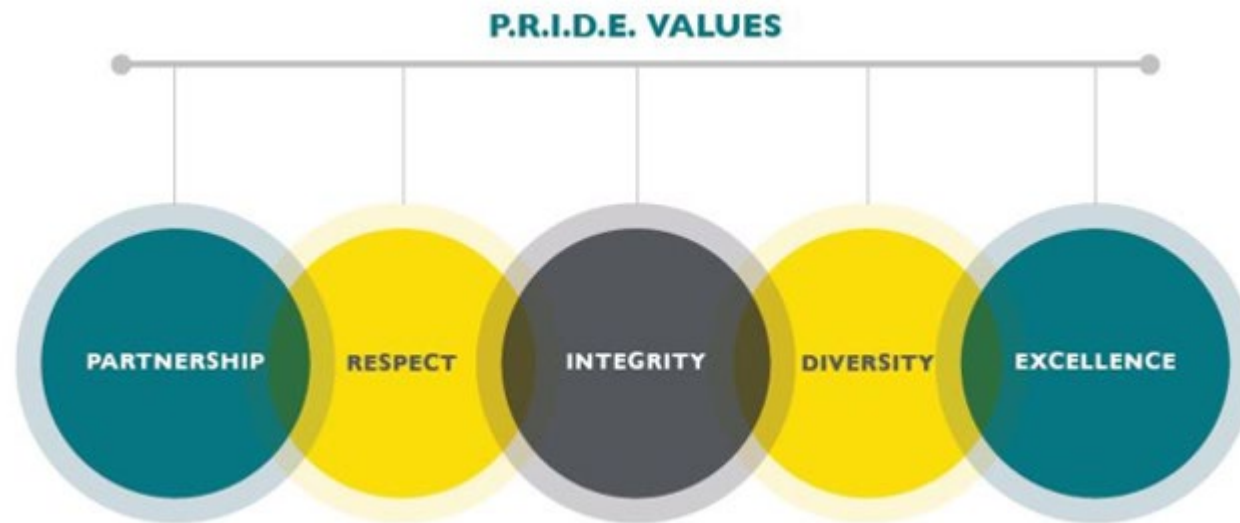
Housing Services

Management Services

Veterans' Services

**Mission:** Empowering safe, healthy, and meaningful lives.

**Vision:** Together, creating healthy communities.



# No Wrong Door Expansion

## Integration of Child Support Services

### Considerations

- Change management for employees and customers
- Distinct funding sources and related accountability systems
- Data security risks that will require very careful and potentially resource intensive security and legal considerations

### Opportunities

- Encourages connection to a broader array of programs
- Consistent with “No Wrong Door” concept, allowing access to services regardless of County entry-point
- Encourages child and family-centric approach to service delivery
- Mission alignment – both are focused customer service and serving families
- Provides operational support to CSS (communications, evaluation, workforce training, etc.)



# 2023 Successes

## Child Support Services

- Child Support in Your Neighborhood (CSYN) – assisted over 200 people at 12 events during nighttime hours at local libraries
- Milwaukee Fatherhood “FIRE” – 446 fathers enrolled in program and United Community Services added as third partner for upcoming year
- Support collected and distributed during Federal Fiscal Year 2023 - \$105,136,570
- Launched year-long planning process to integrate with DHHS



# 2023 Successes

## Aging & Disabilities Services (ADS) & Veteran's Services

- **Launch of new Independent Living Support Pilot (ILSP)** for the Aging and Disability Resource Center (ADRC) allowing for expanded eligibility to services/supports enabling people to stay in their homes
- **Adult Protective Services (APS)** providing education to community partners and staff on appropriate practices and precautions related to opioids and developing a system to capture prevalence, referrals, and evaluation through New Opioid Prevention Coordinator
- **Senior Center improvements:** new sound system at Wilson Senior Center; exercise, sports, arts and crafts equipment for all 5 Milwaukee County Senior Centers
- **314 Individuals with Disabilities participated** in the Adapted Sail Away Program in partnership with the Office for Persons with Disabilities
- **8,600 Veterans and families served**, including securing \$202M in compensation and pension awards for Veterans and survivors, and **establishing free Estate Planning Clinics** in partnership with Marquette Volunteer Legal Clinic



# 2023 Successes

## Housing Services

- Nationwide, Milwaukee County DHHS is the **only health and human services** department to include Housing Services, creating person-centered care for unsheltered individuals and access to services
- \$15 million in ARPA funds allocated to **affordable housing developments** in five different suburbs generating **38 units for seniors and 80 units for persons with disabilities**
- **Expansion of homeless outreach team** anticipated to significantly decrease the time individuals experience unsheltered homelessness
- Construction underway on **120 new single-family homes** in King Park neighborhood
- Implemented first HUD funded Domestic Violence program and **served 54 households**
- Award of several new, **long-term grants totaling \$2M** to expand homelessness prevention and intervention services



# 2023 Successes

## Children, Youth & Family Services (CYFS)

- 45% increase in Children's Long-Term Support (CLTS) enrollment – estimated to **serve over 3,000 kids**
- Increased dual enrollment of 180+ kids in Comprehensive Community Services (CCS) and CLTS
- **Hosted several Birth to 3 community events:** 390 people attended at Milwaukee County Zoo; partnered with Parenting Network to host classes
- Expansion of Credible Messengers – on track to exceed 2022 referrals
  - Team established to specifically serve girls
  - Referrals now being taken from law enforcement, schools, parents, Wraparound agencies
- Secure Residential Care Center for Children & Youth (SRCCCY) underway - **occupancy by end of 2025**



# 2023 Successes

## Behavioral Health Services

- **Access Clinic North opened** (3<sup>rd</sup> clinic in two years) offering convenient access for walk-in crisis services in geographic areas with highest need and least resources
- Mental Health Emergency Center (MHEC) completed its first year of operations, **servicing more than 7,000 individuals** experiencing a mental health or substance use disorder related crisis
- Expanded suicide prevention efforts including the addition of a **Suicide Prevention Coordinator**
- Leveraged funding opportunities from opioid settlement including hire of **Prevention Integration Manager** to help align prevention enterprise-wide strategies
- Hosted 2<sup>nd</sup> Regional Convening of National Association of Counties **Opioid Solutions Leadership Network**







# Challenges

- Staff retention and recruitment (internal and provider agencies)
- Fiscal uncertainty impacting upstream investment and prevention
- Instability in Birth to 3 provider network – no increased State aid
- Finding alternative funding due to expiration of federal pandemic aid
- Integrated case management system

# Budget Initiatives & Strategic Alignment

## Bridge the Gap

Launch of 20+ ARPA projects and substance use prevention efforts through opioid grants

Ongoing transition to community-based behavioral health care and coordinated system navigation

Program expansion, system improvement, and community coordination to address youth gun violence

New ADRC pilot focused on helping people remain in their homes, potentially easing the burden on long-term care system

New housing navigation for unsheltered individuals and investment in affordable housing

## Creating Intentional Inclusion

Developing more outreach opportunities and mediation programs in Child Support

Integration of Child Support Services ensures greater access regardless of entry point

No Wrong Door Technology being applied to ADS & CYFS

BHS Community & Family Resource Liaison to ensure families are connected to services

## Invest in Equity

New Marcia P. Coggs health and human services building with greater accessibility to serve residents with dignity

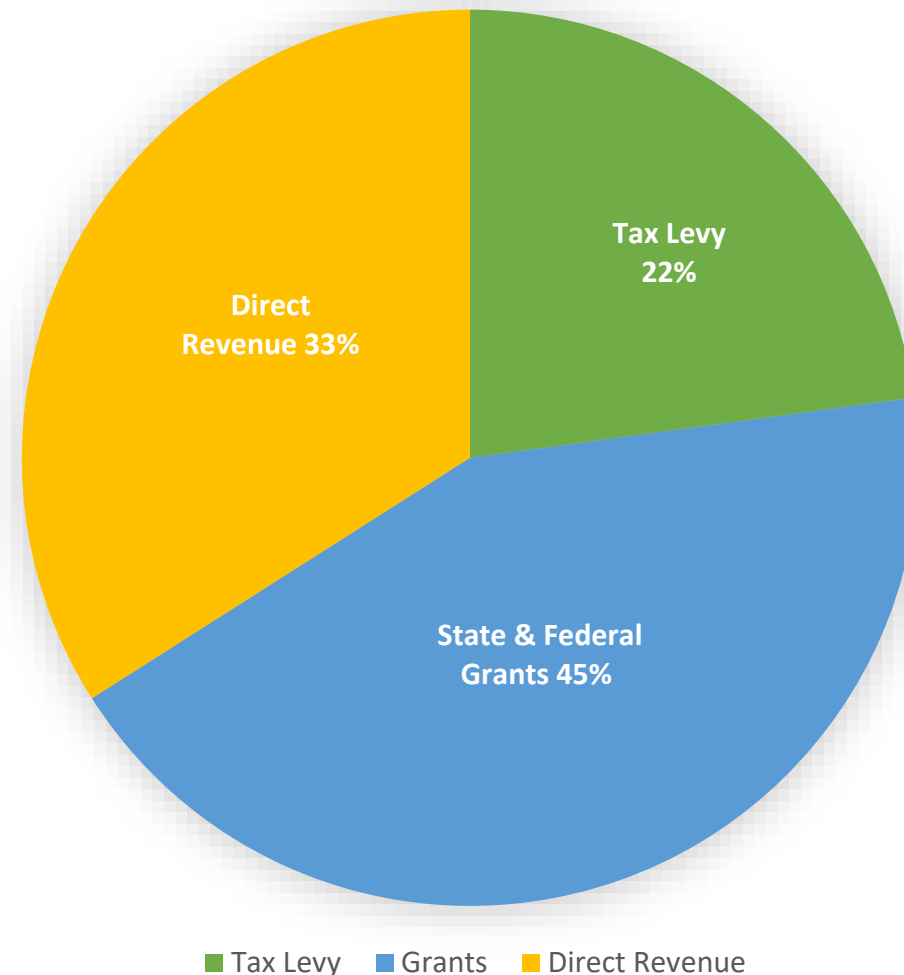
Ongoing commitment to staff training to develop greater understanding of people we serve

Investment in professional development for staff and equitable access to resources to advance careers at Milwaukee County



# 2024 DHHS Funding Sources

- Majority of DHHS funding derived from state/federal sources – 22% of DHHS services are funded by tax levy
- Additional [American Rescue Plan Act \(ARPA\)](#) and [Opioid Settlement](#) funding is anticipated in 2024, but not included in operating budget



# 2024 DHHS Recommended Budget

	2023 Budget	2024 Recommended	2024/2023 Variance
Salaries & Fringe Benefits	\$105.15	\$108.83	\$3.68
Operations Costs	\$284.88	\$300.10	\$15.21
Capital Outlay	\$0.10	\$0.18	\$0.08
Interdepartmental Charges	\$17.45	\$30.74	\$13.29
<b>Total Expenditures</b>	<b>\$407.58</b>	<b>\$439.85</b>	<b>\$32.26</b>
Direct Revenue	\$139.09	\$143.88	\$4.78
State and Federal Revenue	\$180.04	\$198.47	\$18.42
<b>Total Revenues</b>	<b>\$319.13</b>	<b>\$342.35</b>	<b>\$23.20</b>
<b>Tax Levy</b>	<b>\$88.45</b>	<b>\$97.50</b>	<b>\$9.06</b>

## Major Highlights:

### SERVICE EXPANSIONS / PREVENTION FOCUS:

Children's Long-Term Support (CLTS) Expansion	\$1.6M
Housing HUD Funding Expansion	\$2.8M
Expanded Older Adult Services	\$0.6M
Comprehensive Community Services Expansion	\$9.0M

### STAFF / PROVIDER SUPPORT:

BHS Paid Internships	\$0.2M
BHS Peer Specialist Expansion	\$0.4M
New ADRC Positions	\$0.6M

### FINANCIAL SUSTAINABILITY:

Youth Justice Out-of-Home Care Cost Increase	\$3.4M
Youth Justice Corrections Placement Reduction	\$(2.2M)

### OTHER CHANGES:

Fringe Reduction	\$(9.05M)
Increased Interdepartmental Charges	\$13.3M

# Changes in 2024 – One-Time

Service Area	Initiative	Amount
CYFS	Radio Replacement (75)	418,000
CYFS	Self Contained Breathing Apparatus (SCBA) Equipment - (20)	66,000
CYFS	Enhanced Youth Justice Continuum of Care	200,000
ADS	Older Adult Programming	170,000
Housing	Senior Home Repair Fund	1,000,000
Housing	Emergency Housing Placements	500,000
Housing	Case Management Supports	200,000
Housing	Affordable Housing Development	4,000,000
	<b>Total</b>	<b>\$6,554,000</b>



# Changes in 2024 – Ongoing

Change	Amount
CYFS Youth Justice Community-Based Contracts	2,000,000
Levy Investment for YCO Pay Increase	277,000
DHHS Annualized Salary Increases (approved in Sept. 2023)	300,000
<b>Total</b>	<b>\$2,577,000</b>



# 2024 New Positions

## **Aging & Disabilities Services**

- 8.0 FTEs created in Aging and Disability Resource Center (ADRC) offset with Independent Living Support Project (ILSP) grant
- 1.0 FTE Deputy Administrator to support ongoing operational needs

## **Housing Services**

- 8.0 FTE new homelessness prevention and intervention positions funded by HUD

## **Behavioral Health Services**

- 7.0 FTE Peer Specialists to support Mobile Crisis and CSP AOT Team
- 4.0 FTE paid internship positions to support ongoing workforce development
- 1.0 FTE Suicide Prevention Coordinator

## **Children, Youth & Family Services**

- 2.0 FTE Human Service Worker, 1.0 FTE Quality Assurance Coordinator, and 1.0 FTE Clerical Specialist to support increasing CLTS enrollment

## **Child Support Services**

- 5.0 FTE Child Support Specialists to address the highest caseload in the State (+800 cases per employee)

## **Management Services**

- 1.0 FTE Senior Analyst Grants position to support ongoing grant compliance and management



# 2024 Capital Budget



- Secure Youth Facility Phase 1 - \$3.4M
- Clinton Rose Senior Center Kitchen - Planning - \$370K
- DHHS Administration Coggs Building - \$2.9M
- Wil-O-Way Underwood & Grant Splash Pads - Planning - \$60K



# Change is Happening!

- Groundbreaking for the new Marcia P. Coggs Health & Human Services building
- Multifaceted approach to housing insecurity, including new system navigation and investment in affordable housing
- Increased community-based behavioral health care, three Access Clinics and children's clinic open in two years
- 175 employees onboarded via DHHS New Employee Orientation
- Response to public health emergency of youth gun violence through program expansion, community participation, and improved access for families and responsiveness to situations
- Opioid settlement projects launched, with investment in evidence-based strategies including install of 11 harm reduction vending machines

A large group of people, diverse in age and ethnicity, are seated in a conference room. Many of them have their hands raised, indicating they have questions or want to participate. The room has a grid ceiling with recessed lights. In the foreground, two men are visible; one has a name tag that says "Devonta" and the other has a name tag that says "Victor". The overall atmosphere appears to be one of active engagement and inquiry.

Questions?



**MILWAUKEE  
COUNTY**

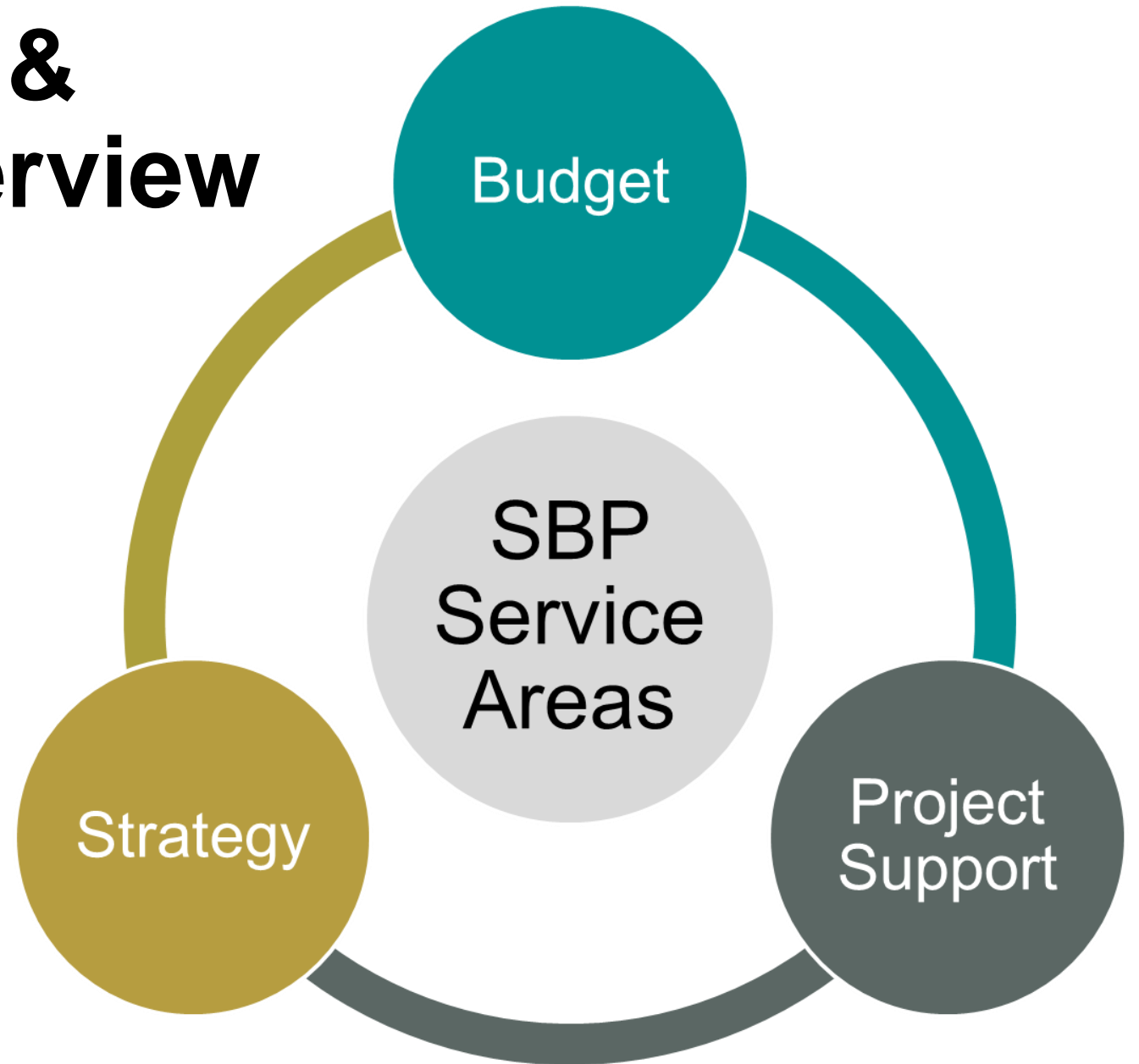
# Office of Strategy, Budget and Performance

2024 Recommended Budget  
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# 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 \$1.3 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 2023 key performance indicator scorecard weekly to assess progress
- Staff develop 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
- **Integrity:** We do the right thing eve
- **Innovation:** We find new and bette

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.

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



# Strategy, Budget & Performance

## *Success Indicators*

SBP Goals	Success Indicators
Lead the County's Strategic Plan	Facilitating departmental strategic planning process with 10 departments
	Continued expansion of the County's Strategy Dashboard with a particular focus on the suite of dashboards related to expanding access to affordable housing for County residents
Utilize an equitable lens for budgeting	All departments utilized Racial Equity Budget Tool during Requested Budget process
	Capital Improvements Committee scoring includes equity-based scoring criteria
Improve Milwaukee County's fiscal health	Provided fiscal, analytical, and project management support to legislative affairs surrounding 2023 Wisconsin Act 12, which adds \$84M of revenue to County budget in 2024
	Entered 2024 budget planning process with surplus funds for first time in over two decades
	Identified funding and strategies to reduce capital backlog by over \$200M
	Implemented fiscally sustainable uses of ARPA and other federal funds for long-term benefit
	Supported the submittal of 26 grant proposals with County departments totaling \$37.7M to-date in 2023 - Since inception, the centralized grant development service area collaborated with departments to secure over \$97M in grant revenues

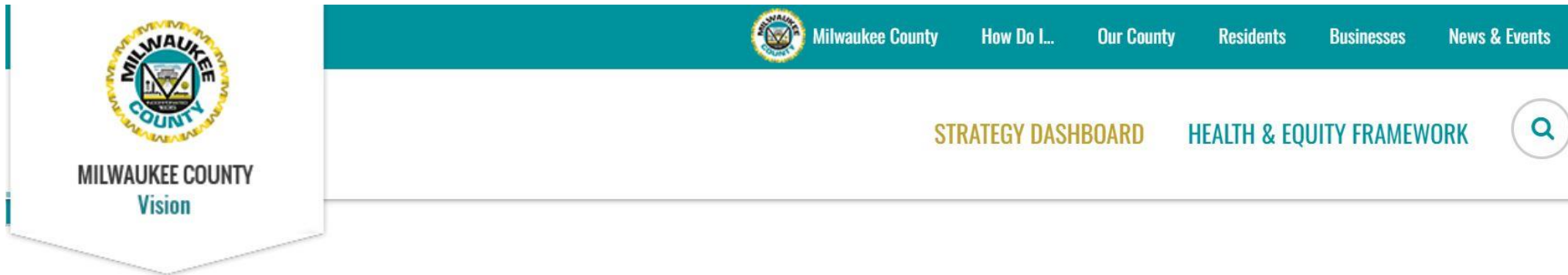
# Strategy, Budget & Performance

## *Success Indicators*

SBP Goals	Success Indicators
Improve County operations and innovative practices	Developed a comprehensive Project Management library that includes 43 standard tools, templates, and reference guides for each phase of the project lifecycle on CountyConnect
	Led or collaborated on 33 priority, improvement, and strategy projects that achieved a distinct objective to further Milwaukee County initiatives
	Submitted 3 ARPA federal monitoring reports and 6 Task Force informational items to ensure engagement of stakeholders and representation of 70+ ARPA-funded projects
	Supported the approval of 18 Administrative Manual of Operating Procedures (AMOPs) to standardize operations
	Achieved avg 30% reduction in lead time or process steps through completed continuous improvement projects
	Provided strategic direction and received authorization for 15 Opioid Settlement Fund projects totaling \$16.6M to address the opioid crisis
Increase engagement of the workforce	Conducted focus groups with over 100 employees to help create foundational programming needed to connect with and engage employees
	Supported enterprise-wide communication for Vision Day, the compensation study and the increase revenue legislation by providing comprehensive communication plans

# Strategy Dashboard

Expanded throughout 2023 as a performance management tool to hold us accountable to our vision.



## Institutional Practices

### Live Dataset

- Workforce Data
- ARPA Allocation
- Office of Economic Inclusion

### Future Datasets

- Demographics
- Departments & Maps

## Living Conditions

### Live Datasets

- Housing Data

### Future Datasets

- Department Outputs
- Services Offered

## Health Outcomes

### Live Dataset

- Medical Examiner Mortality Data
- Overdose Data

### Future Datasets

- Health Rankings
- People Seeking Housing
- People Seeking Employment



# Housing Dashboard

Developed in partnership with the Community Development Alliance

## Milwaukee County Available Rental Housing

Municipality

All



Available Rental Housing – Units Available by Rent Range Vs. Number of Renters Who Can Afford

2020

● Units Available ● Renters Who Can Afford



Rent Range	Renters Who Can Afford	Units Available	Rental Housing Gap
Less than \$250	23,882	3,286	-20,596
\$250 to \$650	47,822	28,215	-19,607
\$650 to \$1,000	25,915	90,673	64,758
\$1,000 - \$1,250	30,285	35,108	4,823
\$1,250 - \$2,000	33,715	29,328	-4,387
More than \$2,000	33,654	4,098	-29,556

# Racial Equity Budget Tool



## RACIAL EQUITY BUDGET TOOL



2024 BUDGET CYCLE

Milwaukee County's  
Racial Equity Budget Tool (REBT)  
is designed to:

**Make intentional connections** between  
the strategic plan and the budget.

**Use racial equity as the key guiding principle**  
for important decisions regarding investments  
or disinvestments.

**Initiate conversations** on topics related to the  
three-year strategic objectives among  
department leaders and employees.

**Provide baseline data and analyze progress**  
on departmental efforts to inform  
enterprise-wide decisions.



# Sherpa Budget System Implementation



## Operating budget development

Save any number of budget phases, expenses, revenues, FTEs, attachments, and supporting text.



## Budget monitoring and execution capabilities

Systematize development of monthly, quarterly and annual allotments and spending plans.



## Capital programming

Build project budgets over multiple years with numerous funding sources, subprojects, line items, and phases.



## Personnel budgeting

Forecast personnel costs by position, employee, and occupation code by pay period.



## Performance management

Track metrics (outputs, inputs, outcomes, etc.) All performance metrics can be connected to strategic missions, goals, strategies, and objectives. Performance management can be linked directly to organizations, programs, and chart of account elements.



## Reporting and analytics

Budget analysts need the ability to investigate and answer new questions, examine operations and obtain the data to support the development of alternatives and recommendations. With Sherpa's Budget Formulation and Management solution, any user can create ad-hoc reports with pixel-perfect formatting, and create a

# GFOA Distinguished Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**Milwaukee County  
Wisconsin**

For the Fiscal Year Beginning

**January 01, 2023**

*Christopher P. Morrell*

Executive Director

# Grant Development

This data represents the collaborative work of ten Milwaukee County departments and dozens of subject matter project teams who focused their efforts to secure additional revenue and resource for Milwaukee County.

**25**  
**COMPETITIVE GRANTS**

In 2022, Milwaukee County applied for 25 competitive grants across all departments for a total of \$70,175,647 requested dollars.

**\$70,175,647**  
**REQUESTED**

Those efforts resulted in

**\$48,480,986** REVENUE SECURED

Intensity of grant support provided

**17**  
TIER 1

**6**  
TIER 2

**2**  
TIER 3

Grant Project Strategic Alignment

**18**  
**INVEST IN EQUITY**

**7**  
**BRIDGE THE GAP**

**5**  
**CREATE INTENTIONAL INCLUSION**

MANY PROJECTS INFLUENCE MORE THAN ONE STRATEGIC FOCUS AREA

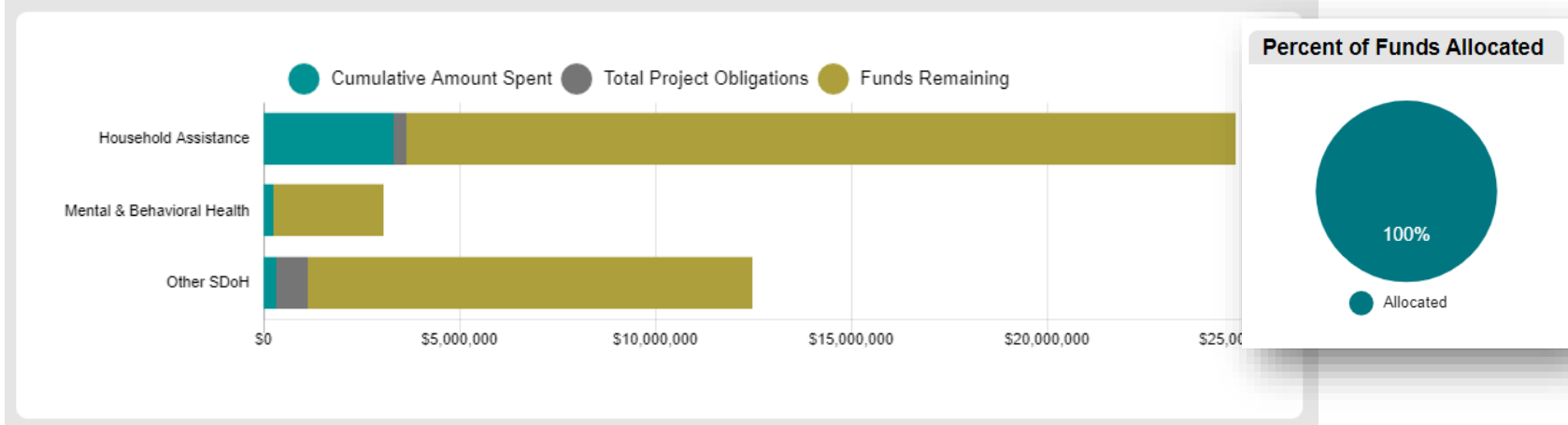


# Program Administration

## AMERICAN RESCUE PLAN ACT (ARPA)

- Monitoring spending and obligations
- Building the Evaluation Framework
- Leading process development to ensure compliance with federal guidelines and best practices

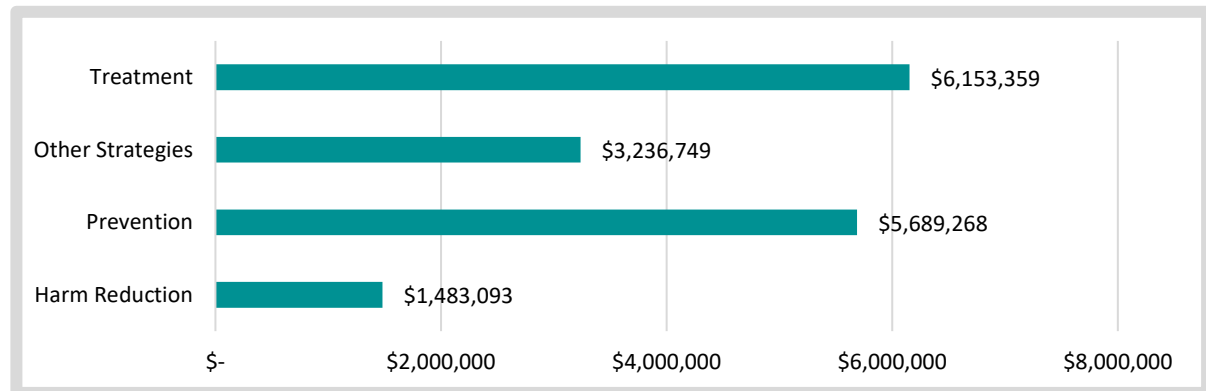
### Community Support Obligation Overview as of 5/31/23



## OPIOID SETTLEMENT FUNDS

- Developed strategic direction for use of funds
- Designed and implemented annual allocation process with cross-departmental workgroup
- Leading annual evaluation and report structure
- Monitoring spending and allocation steps

### Opioid Settlement Allocations by Remediation Category





# Changes in 2024

- Recommended Budget includes two new positions in the SBP Project Management Office
  - **Grants & Projects Analyst:** Increase support for grant development and project activity
  - **Administrative Coordinator:** Coordinate Youth Commission processes, assist on projects, and provide administrative support for the department
- \$400,000 in one-time funding for future state study project. This study will provide an external analysis of Milwaukee County operations and recommend a future state to optimize delivery of high priority services in alignment with the County's strategic plan.
- \$50,000 for Youth Commission programmatic funding request



# Questions?





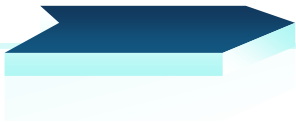
**MILWAUKEE  
COUNTY**

# Department of Administrative Services

2024 Recommended Budget  
October 13th, 2023

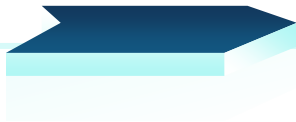


# Department of Administrative Services (DAS)



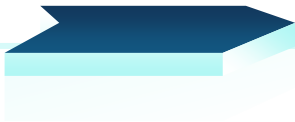
## Central Business Office

Providing accounting, fiscal and budget support to DAS divisions and other identified County departments



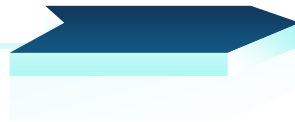
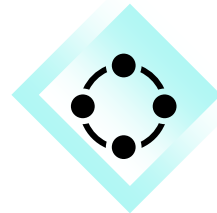
## Economic Development / Real Estate Services

Providing excellence in real estate development, leasing, and sales, and build partnerships that drive economic opportunities.



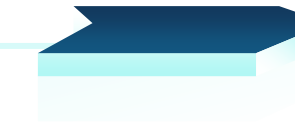
## Facilities Mgmt. Division

We provide technical services to plan, design, construct, manage, operate and preserve Milwaukee County's natural resources and public facilities, in a sustainable and energy efficient manner.



## Operations

Focused on managing **Risks**, optimizing **Procurement** processes, and promoting **Economic Inclusion** to benefit the County and its stakeholders.



## Information Management Services Division\*

Provides technology support for customer departments and the public by achieving high quality, cost effective, innovative, and customer-oriented solutions, as well as reliable technology operations and infrastructure.

**Providing leadership and support to customer departments and the public**

\* As outlined in the budget schedule IMSD will present separately.

# DAS Mission & Vision Statements

M: *We plan, develop, build and manage the technical, operational, and physical infrastructure of Milwaukee County to **deliver great public service.***

V: *A highly engaged workforce provides operational excellence and superior customer service while working to achieve **racial equity.***



# DAS Objectives

## Engaged Workforce

Develop an engaged workforce that is representative of Milwaukee County at all levels

## Operational Excellence

Driven by key performance indicators consistently improve performance

## Customer Service

Build trusted relationships so we can exceed customer expectations

## Racial Equity

Build a culture that promotes diversity, equity, and inclusion and applies an equity lens to our work



# DAS Values

INCLUSION – Seek diverse perspectives

INFLUENCE – Use your power for good

INTEGRITY – Do the right thing





# DAS – Trusted Partner

**Decision Making**  
DAS utilizes data and analytics to inform our strategic and operational decisions



**Clear Vision and Objectives**  
DAS Vision and Mission is committed to support and deliver overall County activities and purpose



**Resource Allocation**  
DAS allocates resources effectively and prioritizes task and initiatives to maximize their impact on objectives



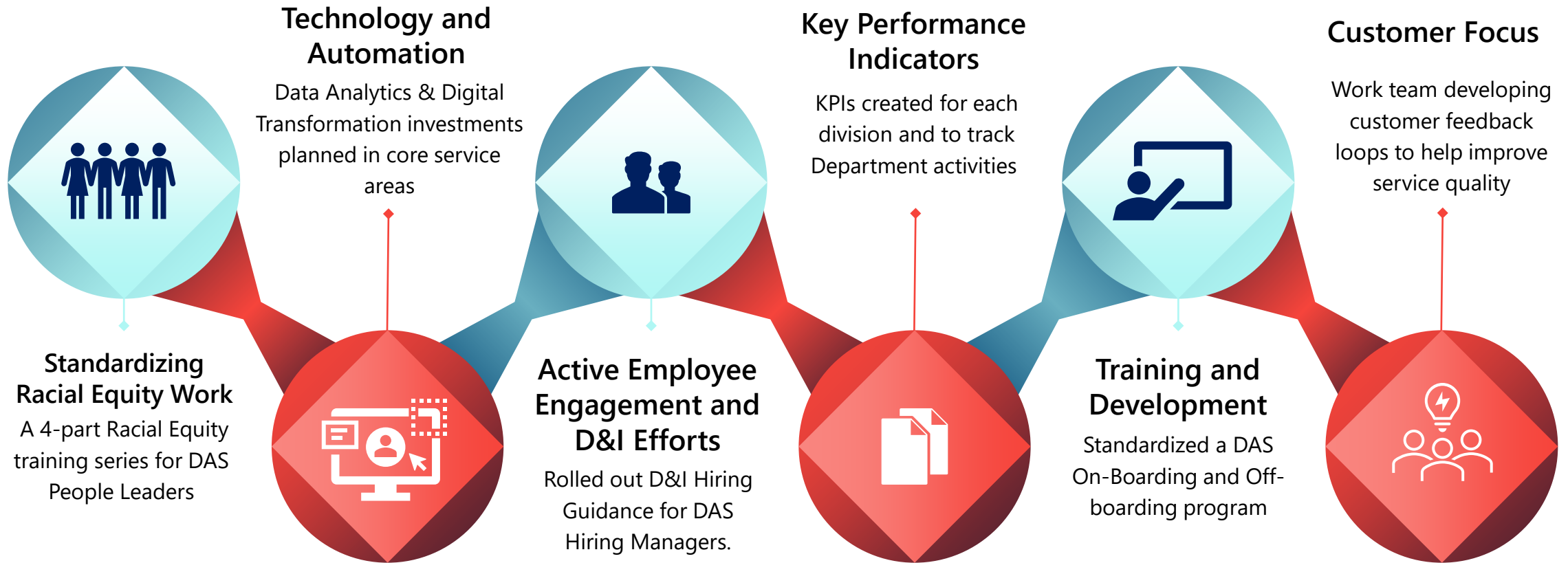
**Competency and Expertise**  
DAS departments possess the necessary skills, knowledge and expertise to accomplish items and meet expectations



**Customer-Centric Approach**  
DAS understands and meets the needs of its customers



# Advancing our Strategic Plan





# 2023 Investing in Equity

## Re-Imagining County Facilities

- Supported DHHS 'no-wrong door' approach with:
  - New Cogg's Building planning, design and groundbreaking
  - New Wrap Clinic leasing, design and buildout
  - Other satellite locations leasing, design and buildout
  - BHD Facility closed in February
- Forensic Science Center design completion and on track for 2026 delivery of new building for OEM and ME
- Over 60% of ARPA Funds are obligated, on pace for 100% by the end of 2024
- Successful ongoing execution of 43 ARPA funded projects impacting all County departments.
- Two long-held parcels (Fiebrantz and Melody Top) sale completion
- DOT North Shop design, bidding and groundbreaking
- 15 tax deeded foreclosures sold or transferred to DHHS





# 2023 Bridging the Gap

## Administrative Operating Procedures (AMOPs)

- Revised Transitional Duty AMOP 5.05
- Proposed new Procurement Contracting Process AMOP
- After Hours Security Procedures

## Hired new Director of Security and advanced plans for Courthouse Complex security improvements

## Redesigning A&E Project Delivery

- Construction Management At-Risk Contracting
- Consultant Support
- Project Management Team Redesign



# 2023 Intentional Inclusion

- Quarterly Business Engagement Events existing and potential vendors
- OEI worked with FMD to increase TBE opportunity on Time & Material contracts
- Increased the number of certified DBE firms 4%
- 1,287 jobs created and \$7,950,723 dollars spent on TBE firms through land sale development agreements for development projects expected to close this year
- Implemented updated hiring policy with HR and our D&I Committee
- Procurement Director, Regina Flores was recently invited to join Governor Evers in celebrating Hispanic Heritage Month. Regina's profile has risen as she's helped to advance equitable contracting efforts, broadening our vendor pool.



# Challenges

- **Vacancy & Turnover challenges continue to exist**
  - Compensation levels reduce our competitiveness
  - Technically skilled positions remain challenging to fill
  - Niche Expertise: Finding replacements with the same level of expertise in a specialized field can be time-consuming.
  - Fewer individuals available to meet the needs and demands of our customers
  - Vacancies may lead to overburdened employees affecting their ability to provide excellent customer service

## Doing more with less

- CBO has absorbed 4 new customers over the last 2 years with the same staffing levels. We'd like to expand support in the future
- Outsourced services leads to loss of institutional knowledge and often increases expenses.
- Building an *upstream* focused procurement system that advanced equitable contracting opportunities remains a challenge while maintaining workflow.



# 2024 Focus

## Delivering Excellence

- DAS 2024 Increase positions filled to over 87.5%
- Lead and manage right-sizing the County's facilities footprint.
- KPI optimization and a focus on continuous improvement to drive operational excellence and increase customer service.

## Re-Imagining County Facilities

- Prioritize racial equity, customer service and operational excellence to advance conversations on cultural buildings
- Prioritize racial equity, customer service and operational excellence to advance conversations on future building dispositions
- Establish new customer-focused capital project processes, technology and delivery methods in Facilities Planning and AE&ES
- Enter planning/design for a new Courthouse to replace Public Safety Building



# 2024 Focus Continued

## 2024 Bridging the Gap

- Gather and analyzing data to support racial equity
- Develop an economic development data dashboard
- Advance safety and security needs for the Courthouse Complex
- Creation of Safety Manual and Occupational Health AMOPs

## 2024 Investing in Equity

- Continue Collaboration with Inter-governmental Committee stakeholders
  - City of Milwaukee, MMSD, MPS, HACM (Milwaukee Housing Authority)
- Advance climate action plan and begin implementation

## 2024 Intentional Inclusion

- OEI target to increase the number of Airport Concessionaire Disadvantaged Business Enterprise (ACDBE) firms by 10%
- Empower Department Leaders with purchasing and TBE contracting trends.
- ARPA projects execution







# BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Recommended Budget	2023/2024 Variance
<b>Expenditures</b>					
Personnel Costs	19,074,118	19,825,519	22,301,131	24,545,551	2,244,420
Operations Costs	39,551,588	40,436,987	40,621,370	43,231,931	2,610,561
Debt & Depreciation	12,411,863	2,048,869	2,076,989	2,076,989	0
Capital Outlay	946,376	685,786	1,118,172	1,013,920	(104,252)
Interdepartmental Charges	(2,215,517)	(2,252,062)	(2,498,011)	285,215	2,783,226
<b>Total Expenditures</b>	<b>\$69,768,427</b>	<b>\$60,745,100</b>	<b>\$63,619,651</b>	<b>\$71,153,606</b>	<b>\$7,533,955</b>
<b>Revenues</b>					
Other Direct Revenue	7,864,947	7,732,974	5,885,699	5,632,308	(253,391)
State & Federal Revenue	578,132	643,420	284,000	214,000	(70,000)
Indirect Revenue	4,596,391	4,135,043	5,160,665	5,086,031	(74,634)
<b>Total Revenues</b>	<b>\$13,039,470</b>	<b>\$12,511,436</b>	<b>\$11,330,364</b>	<b>\$10,932,339</b>	<b>(\$398,025)</b>
<b>Tax Levy</b>	<b>\$56,728,957</b>	<b>\$48,233,663</b>	<b>\$52,289,287</b>	<b>\$60,221,267</b>	<b>\$7,931,980</b>
<b>Personnel</b>					
<b>Full Time Pos (FTE)</b>	255.00	259.50	264.00	283.00	19.00
Overtime \$	309,294	305,325	297,408	304,643	7,235
Seasonal/Hourly/Pool	41,241	105,634	109,321	111,465	2,144

# On-Going Budget Changes in 2024

## Creates

- Contract Compliance Manager (Procurement)
- Engineering Project Manager (FMD A&E)
- Subrogation Position (Risk)
- Maintenance Technician (FMD O&M)
- Associate Project Manager (FMD A&E)
- Project Assistant (FMD A&E)
- Electrical Lead (FMD O&M)
- HVAC Specialist (FMD O&M)

## POSITIONS\*

- \$1.6M in revenue and expense related to Wauwatosa fire protection expense from Agency 550

- Land Information Office (LIO) will transition to IMSD in 2024

- Increase shared technology
- Enhance decision making and service improvements leveraging data analytics

## MAJOR CHANGES



**MILWAUKEE  
COUNTY**

\* other position changes in IMSD

# One Time Budget Changes in 2024



## Office Of Economic Inclusion (OEI)

- Develop a comprehensive training program to educate, prepare and grow minority owned businesses.
- Training goals:
  - Enhance minority entrepreneurship
  - Promote sustainable growth
  - Diverse business empowerment

**\$25K**



## Facilities Management Division (FMD)

- Additional funding for accelerated payment to City of Wauwatosa for Fire Protection agreement

**\$2M**



**MILWAUKEE COUNTY**

# Questions?





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# 2024 Capital Improvements Budget

## Other Agencies - 1850

- WO095301 – Inclusive Restroom Improvements – Phase 1

## Environmental – 1375

- WV004101 - Oak Creek Skate Lift Station
- WV005901 - County-wide Sanitary Sewers Repairs – 2024

## Courthouse Complex – 1750

- WC022701 - Courthouse - Elevator Modernization
- WC027801 - Safety Building - Evidence Room Space Consolidation
- WC027301 - Criminal Justice Facility Skywalk Rehabilitation
- WC027501 - Criminal Justice Facility Flush Control Water Management System
- WC027601 - New County Criminal Courthouse



# Department of Administrative Services

Information Management Services Division

2024 Recommended Budget

October 13, 2023



MILWAUKEE  
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# Department Purpose and Culture

## Vision

Information Management Services Division (IMSD) is a transformational technology leader that enables Milwaukee County with innovative digital services and solutions.

## Mission

IMSD is a strategic partner that empowers Milwaukee County through superior and effective information and technology services.

## Whom do we serve? How do we align to the County's vision?

IMSD supports customer departments and the public by achieving high quality, cost effective, innovative, and customer-oriented solutions, as well as reliable technology operations and infrastructure. This support provides the technical enablement for the County and departments to achieve the vision of becoming the healthiest county in the state.

IT Cultural Fundamentals
Deliver Legendary Service
Be Curious and Innovative
Be Easy to Work With
Have a Sense of Urgency
Lead by Example
Practice Blameless Problem Solving – Take Ownership
Pitch in Wherever Necessary
Be Outcomes Based
Be Relentless About Improvement
Keep Things Fun





# 2024 – 2026 IMSD Strategic Plan Overview



## Customer Experience Management

1. Customer Centric Mindset
2. Consistent, Timely, and Quality Services and Solutions
3. Automation Throughout the Service Delivery Process
4. Customer Empowerment through Engagement and Transparency
5. Reportable Success Factors

2. Bridge the Gap (2A, 2B)
3. Invest in Equity (3B)



## IMSD is Inclusive and Diverse

1. Cultivate an inclusive and diverse organization that brings different perspectives to technology decisions with reportable success factors.

1. Create Intentional Inclusion (1A, 1B)
2. Bridge the Gap (2C)
3. Invest in Equity (3C)



## Maximize Value of Technology

1. Consolidation, introduction, and adoption of resilient technology that maximizes Milwaukee County's resources and constituent services
2. Best Value, not Best Price - The right technology to meet the customer's need.
3. Align IT Costs to the County's Services and Departments
4. Communicate the IT Value in the Language of the Stakeholder
5. Reportable Success Factors based on Stakeholders, not IMSD

2. Bridge the Gap (2A, 2B)
3. Invest in Equity (3B)



## Data Driven Culture

1. Define and educate the County and users about the value of data and how it is critical to success.
2. Establish a data driven culture through established data governance, ownership, quality, and classification.
3. Drive County service improvements through use of data for data driven decision making.
4. Make data accessible and consistent to eliminate silos.
5. Reportable Success Factors

1. Create Intentional Inclusion (1B)
2. Bridge the Gap (2A, 2B, 2C)
3. Invest in Equity (3A, 3B, 3C)



## Security Throughout

1. Everyone is responsible for IT security and awareness.
2. Deliver risk-based, dynamic, and nimble IT security services for the County and its partners.
3. Create an IT security framework and capability maturity model (CMM) around infrastructure resiliency, connectivity, data, access, and cybersecurity.
4. Establish and execute an IT risk and controls framework aligned to department needs.
5. Reportable Success Factors

2. Bridge the Gap (2A, 2B, 2C)
3. Invest in Equity (3A, 3B)



**MILWAUKEE  
COUNTY**

# Info-Tech CIO Vision Survey Results



Year	Responses	Recipients	Completion Rate
2021	31	55	56%
2022	198	243	81%
2023	284	392	72%

Year	IT Satisfaction Trend						Difference from Industry Benchmarking Trend			
	IT Satisfaction	IT Value	Understands Needs	Communicates Effectively	Executes Requests	Trains Effectively	IT Satisfaction	IT Value	IT Budget as % of Revenue	IT Staff as % of Users
2021	75%	77%	73%	68%	70%	65%	0%	+3.0%	-2.6%	-2.7%
2022	72%	72%	73%	70%	71%	67%	-4.0%	-3.0%	-3.4%	-3.0%
2023	76%	76%	77%	75%	76%	71%	+1.0%	+2.0%	-3.8%	-2.6%
<b>Trend</b>	↑	↑	↑	↑	↑	↑	↑	↑	↓	↑

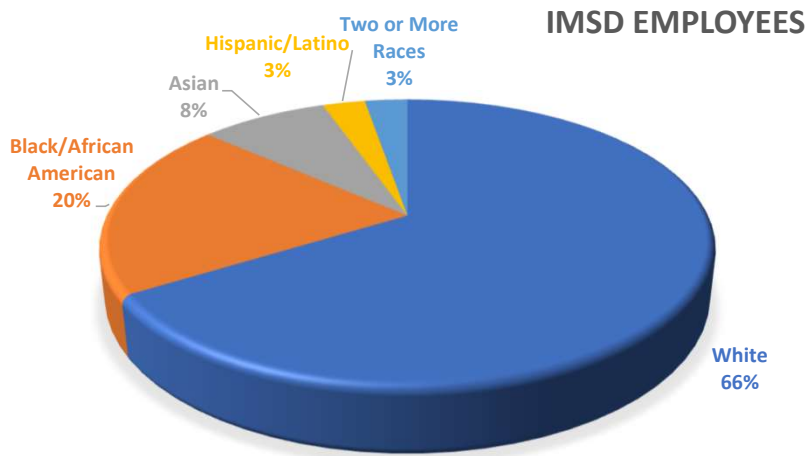


# Successes



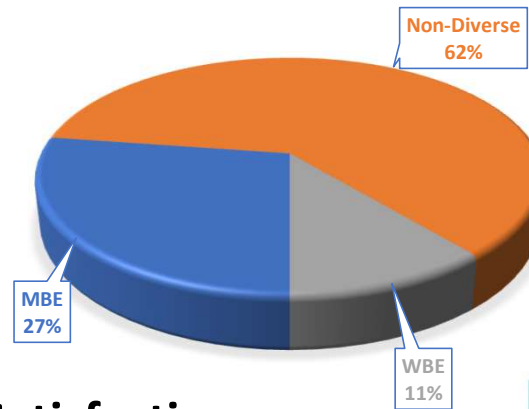
## IMSD is Diverse and Inclusive

- Success hiring diverse technology candidates – 10 FTE Positions – 50% Diverse
  - Direct Hire – 6
  - Intern Conversion – 2
  - Contractor Conversion – 2

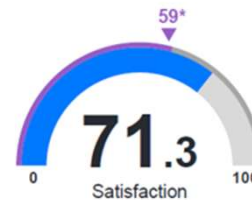


## Supplier Diversity

- 2023 YTD Contractor Spend >\$1.5M
- 38% of contractor spend is with MBE or WBE vendors



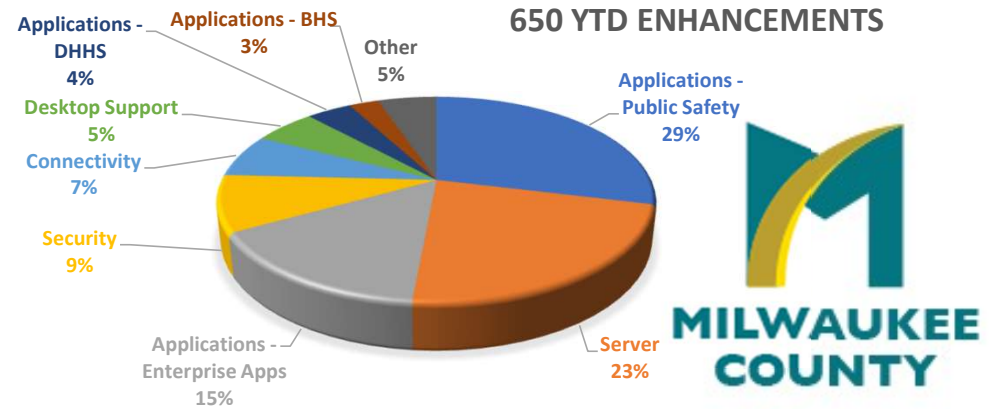
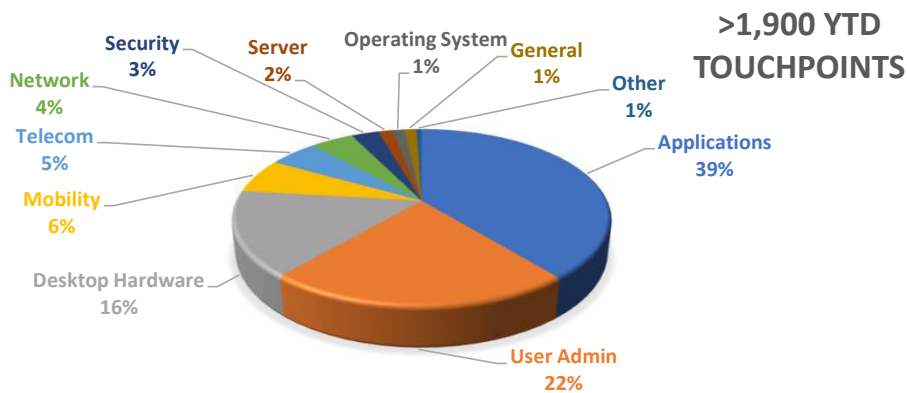
## Employee Satisfaction



# Successes



- **Move to the Cloud** – Continued migration to the cloud, providing new business continuity capabilities
- **Digital Transformation** – Completed assessment and funding approval
- **No Wrong Door Program Support** – Multiple Go-Lives on myAvatar NX Platform – Children Mobile Crisis, Vital Voice, Clasp, PPS Efficiency, and many more
- **Intergovernmental** – Completed LandNav (property tax) Implementation for Municipalities
- **Performance Management** – Dayforce for Performance Reviews and Goal Setting
- **Department Integrations** – Started Integration Activities with MMIA
- **IMSD Operations** – Streamlined Operations by Embedding IT PMO with Business Solutions
- **Keep the Lights On** – Day-to-Day Operations (charts below)



# Successes



## National Association of Counties Awards



- Milwaukee County Electronic Patient Care Records System – OEM

## i.c.stars |\* Milwaukee is an immersive technology workforce training and placement program for promising young adults.

- Sponsorship for Three Cycles / Cohorts in 2023
- Delivered Eight Training Workshops
- iOpener Through Leadership Host
- Hired 1 FTE



## Digital Divide

- Milwaukee Broadband Partnership with City of Milwaukee, United Way, Syslogic, Milwaukee Public Schools, Milwaukee Public Library, Bader Philanthropies
- Milwaukee Techquity Advisory Council – Broadband, devices, skills, literacy, and advocacy
- Milwaukee7 Regional Partnership – Broadband, Equity, Access, and Deployment

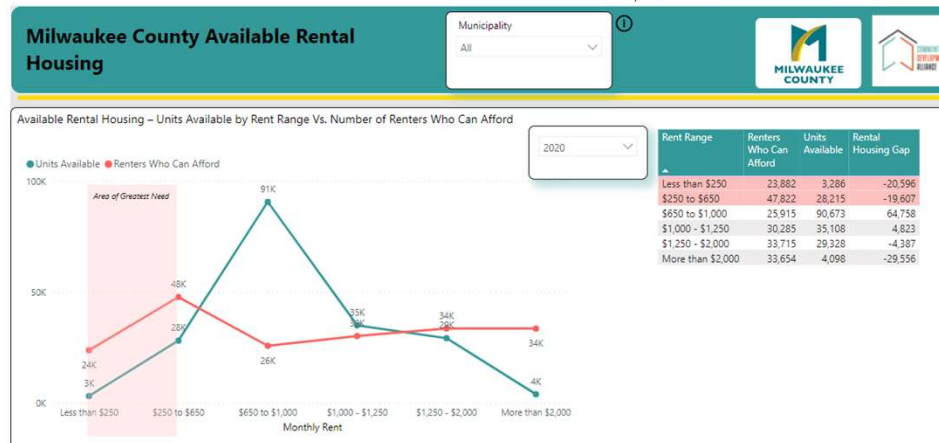
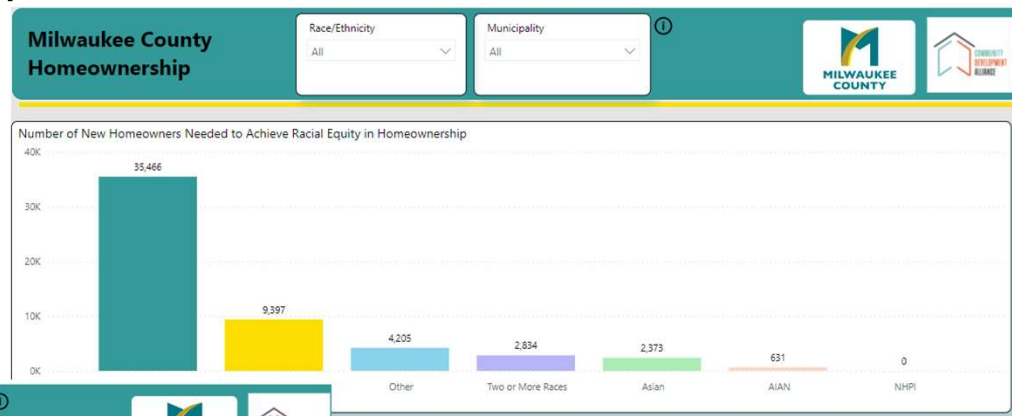


# Successes – Enterprise Data Services

National Association of Counties Award for Milwaukee County Strategy Dashboard

Data Literacy Training with HR L&D

Data Governance Program Charter



# OPEX Budget (Expenditures) – 2023 to 2024

	2023 Adopted Budget	2024 Recommended Budget	Summary of Changes
IMSD Personnel	\$7,714,266	\$9,881,614	<ul style="list-style-type: none"> <li>Countywide Salary Increases</li> <li>Increased V&amp;T</li> <li>New FTEs for Expanded Capabilities and Contractor to FTE Conversions (see below)</li> <li>Move LIO from DAS-FMD to DAS-IMSD</li> </ul>
IMSD Commodities & Services	6,932,359	6,772,439	<ul style="list-style-type: none"> <li>Contractor FTE Conversions (see below)</li> <li>New Audio / Visual Support Contractor</li> </ul>
<b>Total</b>	<b>\$14,646,625</b>	<b>\$16,654,053</b>	
Central Spend Commodities & Services	\$6,166,223	\$8,633,455	<ul style="list-style-type: none"> <li>Increases for Software License Maintenance from Completed CAPEX Projects</li> <li>Tax levy in the amount of \$2.3 million was moved from Non-Departmental Expenditures due to the county-wide change in the methodology for the Central Service Allocation (no levy impact)</li> </ul>
Employees (Excludes Interns)	82.0	104.0	<ul style="list-style-type: none"> <li>+9.0 Contractor to Employee Conversions (Security, Network / Telecom, Desktop Support, Service Desk)</li> <li>+5.0 Data Analytics Staff Positions</li> <li>+6.0 LIO from DAS-FMD to DAS-IMSD</li> <li>+1.0 Security Analyst (Funded by Airport Cross-Charge)</li> <li>+1.0 Jr. Network Engineer (during 2023, abolished 1.0 Sr. NE and created 2.0 Jr.)</li> <li>Abolish 1.0 Project Manager / Create 1.0 IT Business Relationship Manager</li> </ul>
Contractors	13.25	4.75	<ul style="list-style-type: none"> <li>-9.0 Contractor to Employee Conversions</li> <li>+1.0 New Audio / Visual Support Contractor</li> <li>-0.5 Seasonal Support (will use intern)</li> </ul>
<b>Total</b>	<b>95.25</b>	<b>108.75</b>	



# Challenges

Intentional  
Inclusion

## 1. Talent Acquisition

- a) Diversity within the IT industry and career opportunities
- b) Recruiting and identification of talent continues to be challenging. IMSD has had some success with contract to hire, but that has required budget transfers.
- c) Although we have hired 10 FTEs this year, we still have 11 open positions.

## 2. Talent Retention

- a) Compensation – Current IT compensation is not keeping pace with market trends (locally and nationally)
- b) 12 individuals were promoted within IMSD (8 contractor/intern to FTE and 4 FTE)

## 3. Employee Turnover – 10 FTE

- a) 7 Offered Higher Compensation and Benefits
- b) 3 for Cause
- c) 4 POC





# Challenges

Bridge the  
Gap

## 1. Enterprise Technology Investments

- a) Continued Inflationary Pressure from Vendors and Supply Chain Issues (Keep the Lights On)
- b) IT Staffing Undersized for Departments and Constituent Technology Demands

## 2. Uncoordinated IT represents challenges to IMSD in consistent service delivery and limits our ability to control total cost of ownership. A centralized IT operating model enhances ROI and maximizes the value of IT to the County and its constituents.

- a) IMSD Involvement in Technology Solutioning
- b) Quasi-Connected Departments
- c) Shift from viewing technology in a silo to enabling organizational capabilities

## 3. IT Security Landscape

- a) Rapid improvements and threats due to AI
- b) Will require continued focus to shift from reactive to predictive



# Challenges

Invest  
in  
Equity

1. Next Three to Five Years –
  - a) AI will be embedded everywhere.
  - b) The pace of change in technology is accelerating even faster.
  - c) Robust data health and data intelligence across entire County to reap the rewards: make data capabilities a differentiator.
  - d) Technology coordination through IMSD to manage AI risks (e.g., erroneous results, embedded biases, data ownership, etc.).
  
2. Digital Divide in Our Communities
  - a) Lack of funding and resources
  - b) Broadband, devices, skills, literacy, and advocacy
  - c) Coordination across multiple government entities (e.g., municipal, county, state, etc.)
  
3. Fiscal Health and Sustainability – Internal labor is not free, yet internal labor for IT projects is not capitalized. This results in IMSD outsourcing project activities, with higher costs, and loss of project knowledge when the project concludes.



# Closing – To Achieve Milwaukee County’s Vision

IMSD Strategic Pillar	2024 Focus
Customer Experience Management	Customer centric mindset, empowering through transparency and enterprise technology solutioning
IMSD is Inclusive & Diverse	Training, recruitment, compensation, promotion, retention, and partnerships
Maximize Value of Technology	Investment of enterprise technology, discrete/secure use of AI, technology enabling organizational capabilities
Data Driven Culture	Improve data health, data literacy training, data as differentiator & movement to self service
Security Throughout	Shift from reactive to predictive while expanding for new technology



# Operational Budget Questions?



MILWAUKEE  
COUNTY

# 2024 Capital Requests

IMSD CAPITAL PROJECTS			\$ Recommended – 2024
	ID	Request	
IMSD	WI020901	Technology Lifecycle Replacements – IMSD	\$1,500,000
		<b>Total</b>	<b>\$1,500,000</b>
DEPARTMENTAL CAPITAL PROJECTS w/ SIGNIFICANT IT COMPONENTS			\$ Recommended – 2024
Fleet	WF061201	Countywide Vehicle and Equipment Replacement - 2024	\$12,876,000
MCSO	WR020101	Sheriff Security Equipment Replacement	446,480
	WR020201	Jail KeyWatcher System	129,287
	WR020301	Jail Mail Scanner	213,600
	WR021101	Electronic Logging and Reporting System – Sheriff	214,800
OEM	WQ020201	Countywide Radio Project (APX Next) APX7000 (End of Life)	766,670
		<b>Total</b>	<b>\$14,646,837</b>



# ARPA Update

FUNDED MILWAUKEE COUNTY TECHNOLOGY ARPA PROJECTS – From \$10.5M Set Aside				
	ID	Request	\$ Funded	Comments
Approved 2/2022	WY0726011	Digital Transformation – Evaluation	\$500,000	Complete
Approved 9/2022	WY072604	Enterprise Data & Analytics – Phase 1	965,000	75% Complete
Approved 9/2022	WY072605	HR Benefits System Replacement	560,665	Late November 2023 Go-Live
Approved 9/2022	WY072602	End User Device Lifecycle – Phase 1	1,400,000	Preparing for Q4 2023 and Q1 2024 Deployments
Approved 9/2022	WY072603	Wireless Infrastructure County Buildings – Phase 2	250,000	33% Complete – Q1 2024 Completion
Approved 1/2023	WY072607	Sheriff Foreclosure Sale Auction Solution	277,980	In RFP
Approved 4/2023	WY072608	Public Meeting Translation Services	93,600	40% Complete – Early Q1 2024 Go-Live. Evaluating budget availability to address 9/2023 resolution.
		<b>Total</b>	<b>\$4,047,245</b>	
FUNDED DEPARTMENTAL ARPA PROJECTS w/ IT COMPONENTS				
Approved 4/2022	WY082601	Zoo Network Upgrade & Modernization	\$1,228,920	October Go-Live, with follow on Legacy Decom Work
Approved 4/2022	WY082602	Zoo Point-of-Sale System	1,762,515	In RFP
Approved 9/2022	WY010703	Countywide Emergency Medical Dispatch System	226,609	Completed Contracting, Project to Kick Off
Approved 9/2022	WY072606	CRC Critical Video Storage Capacity	406,648	80% Complete – Go-Live Late Q4 2023
Approved 9/2022	WY011802	Medical Examiner Case Management Software	1,154,160	In RFP – Award Q4, Begin work Q1 2024
		<b>Total</b>	<b>\$4,778,852</b>	

Excludes Remaining ARPA Digital Transformation Projects Approved 9/2023.



# Capital Budget Questions?



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COUNTY



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