

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: November 14, 2025

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

From: Isaac Rowlett, Strategy Director, Office of Strategy Budget and Performance

Subject: A request from the Strategy Director, Office of Strategy, Budget and Performance to execute a fee increase of \$10,000 for an amendment to the Professional Services Agreement with Berry Dunn for consultation services as part of the Milwaukee County Future State Project resulting in a Not to Exceed (NTE) contract value up to \$409,500.

File Type: Action Report

REQUEST

The Office of Strategy, Budget and Performance (SBP) is requesting authorization to execute a fee increase of \$10,000 for an amendment to the professional services agreement with Berry Dunn for consultation services as part of the Milwaukee County Future State Project resulting in a Not to Exceed (NTE) contract value up to \$409,500.

POLICY

Milwaukee County Code of Ordinances Chapter 56.30 defines the procedure for purchasing Professional Services by competitive solicitation. Per Wisconsin Statutes, 59.52 (31), approval by the County Board is required for agreements exceeding \$300,000 and for multi-year budget contracts.

SBP is requesting authorization to amend a professional services agreement with Berry Dunn as part of the Future State project. This amendment increases the contract by \$10,000 to support an extended project timeline that incorporates community engagement activities and ensures adequate time for the development of final recommendations regarding Milwaukee County's future organizational structure. The contract was approved by the County Board in June 2024 ([Milwaukee County - File #: 24-534](#)).

BACKGROUND

The Milwaukee County Future State Project is an opportunity to reimagine what local government should look like. Milwaukee County's vision is by achieving racial equity, Milwaukee is the healthiest county in Wisconsin. Using our strategic goals as guiding principles, Milwaukee County strives toward a future state where we can provide services that truly meet the unmet needs of the community.

Milwaukee County's Future State project seeks to create a plan for the "Future State" of Milwaukee County. This plan, with the goal of making Milwaukee County the healthiest County in the state, will outline how the County can increase the health and quality of life for our residents via county services.

This project seeks to understand the answers to what the greatest needs of Milwaukee County residents are, what services should County government provide to best meet the needs of our residents, and how should those 'businesses' be prioritized and structured.

This professional services amendment is needed to support the timely implementation of the Future State Project. Consultant services include conducting an analysis of existing services in alignment with the county's strategic plan and vision and developing recommendations for prioritization and long term-structure of County services. The consultant is expected to provide an external analysis of County services, develop/refine a shared framework for prioritizing County services, and recommend a future state for Milwaukee County's organization and financial practices to optimize delivery of high-priority services.

A Request for Proposal (RFP) was issued in September 2023 by SBP through the Department of Administrative Services, Procurement Division that requested competitive proposals from qualified firms to provide strategic planning consulting services.

The RFP review panel reviewed and evaluated all offer's proposals and recommended that an agreement be awarded to Berry Dunn. Work with Berry Dunn has been ongoing in since June of 2024.

The RFP included a 17% Targeted Business Enterprise goal. Kairo Communications is a registered DBE and plans to meet the DBE goal through their subcontract with Berry Dunn.

This amendment increases the contract by \$10,000 to support an extension of the project timeline. The additional time and funding will allow for meaningful community engagement activities and ensure adequate capacity to develop and refine the final recommendations regarding Milwaukee County's future organizational structure. The extension will enable the consultant team to incorporate stakeholder input, align recommendations with County leadership priorities, and deliver a comprehensive final report. These activities are essential to ensure the outcomes of this initiative are informed, equitable, and responsive to the needs of both internal and external stakeholders.

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.” The creation of most County services has been an iterative process over many generations, and health equity has often not been at the forefront of the list of criteria for establishing these services. As a result, this project represents the best opportunity to date to strategically plan for a more equitable, effective and sustainable County government.

FISCAL EFFECT

This request has no tax levy impact as funds are included in the Milwaukee County 2026 adopted budget for this purpose within the Office of Strategy, Budget and Performance. A fiscal note is attached.

VIRTUAL MEETING INVITES

Claire Miller, Senior Manager, Office of Strategy, Budget and Performance
Isaac Rowlett, Strategy Director, Office of Strategy, Budget and Performance

PREPARED BY:

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Isaac Rowlett, Strategy Director, Office of Strategy, Budget and Performance

APPROVED BY:

Joe Lamers, Director, Office of Strategy, Budget and Performance *JOSEPH LAMERS*

ATTACHMENTS:

Resolution
Fiscal Note

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