



Department of Human Resources

INTER-OFFICE COMMUNICATION

Date: APRIL 22, 2026

To: Chairwoman Marcelia Nicholson-Bovell, County Board of Supervisors

From: Genaro Baez, Director HR Operations/TA, Dept. of Human Resources

Subject: **From the Director HR Operations and Talent Acquisition, Department of Human Resources, requesting authority to retroactively accept the Wisconsin Economic Development Corporation grant to create a Recruitment Outreach program.**

File Type: Action Report

REQUEST

The Talent Acquisition and HR Operations team (TA Team) is committed to delivering services with integrity while fostering collaboration with stakeholders to advance Milwaukee County's strategic goal of becoming a diverse employer of choice. Our vision is to position Milwaukee County as an industry-leading government employer by upholding ethical business practices, demonstrating a passion for customer service, honoring our commitment to recruit best-in-class employees, and consistently striving to exceed expectations for both our workforce and the community we serve.

Milwaukee County has not had the opportunity of this magnitude to go out of state for talent recruitment. The focus has been on in-state recruitment, leveraging over 100 partnerships, publicizing on job-seeking platforms and attending job and career fairs.

The TA Team also strategically uses a hiring event model for high-demand/high-volume positions (a minimum of 20 current openings), with an emphasis on operational efficiency, enhanced coaching and mentoring for hiring authorities on best practices, and a strong focus on improving candidate experience. These efforts support the county's strategic objective of being recognized as an employer of choice. The hiring event includes a complete setup of recruitment staff, 16 laptops ready for those who may want to apply right there, and interviews are held on the same day. One such hiring event, focused on correctional officers, drew 300 attendees who were interviewed in a single day.

In addition, the TA Team hosts youth workshops at middle and high schools to equip young individuals with essential job-readiness skills, including resume development and interview preparation.

In 2025, the TA Team attended 92 events, 32 of which were at colleges, universities, and technical schools. In addition, HR promotes open positions through email blasts, job boards such as ZipRecruiter, Indeed, LinkedIn, and Handshake, and social media

outlets. Text blasts, Boolean string searches. When targeting hard-to-fill positions, the TA team will pay for job boards to highlight those positions.

The Milwaukee County TA Team is motivated to pursue opportunities to recruit positions from other states, not only to fill vacancies but also to bring diverse talent to Milwaukee County. The TA Team will utilize the WEDC grant funds to implement a multipronged strategy consisting of:

- a. Digital Marketing Campaign
- b. Out-of-state Career Fairs resulting in 8 to 16 hires
- c. Relocation Stipend packages for those 8 to 16 hires

POLICY

Administrative Manual Operating Procedure (AMOP)	11.03
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BACKGROUND

The Department of Human Resources consists of six service areas: the Director's Office, including Workforce Analytics and Employee Engagement; Total Rewards, including Compensation, Benefits and the Wisconsin Retirement System; Employee/Labor Relations; Talent Acquisition & HR Operations; Learning & Development and Diversity; and Retirement Plan Services.

Through strategic partnerships and collaborations with hiring managers, the Department of Human Resources (DHR) Talent and Operations teams identify, engage, support, and recruit the talent needed to advance Milwaukee County's mission of public service. The TA team is focused on creating and implementing a comprehensive outreach plan to build relationships and hire the best possible talent to serve the community and deliver the services provided by Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering performance tests, and providing a diverse, qualified candidate pool to department heads and hiring managers.

This initiative addresses critical workforce shortages in hard-to-fill public sector roles, including zookeepers, medical examiners, landscape architects, skilled trades, registered nurses (RNs), and engineers.

This grant will enable Milwaukee County to pilot an innovative out-of-state recruitment strategy to attract skilled professionals to fill critical roles and bring new perspectives to our workforce. By expanding our reach beyond Wisconsin, we aim to strengthen service delivery, foster economic growth, and build a workforce that truly reflects the community's needs. These efforts will not only benefit Milwaukee County but also contribute to Wisconsin's broader talent development goals.

ALIGNMENT TO STRATEGIC PLAN

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

As we strive to become an employer of choice and attract and retain talented employees at Milwaukee County, providing diverse candidates into historically underrepresented high-profile roles is critical. These components all contribute to employee satisfaction and increased employee engagement.

- 1A: Reflect the full diversity of the County at every level of County government
Representation in historically underrepresented key-contributor roles
- 1B: Create and nurture an inclusive culture across County government
Representation in historically underrepresented key-contributor roles
- 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
Representation in historically underrepresented key-contributor roles
- 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
Representation in historically underrepresented key-contributor roles

FISCAL EFFECT

The grant requires either fund matching or in-kind service. DHR will provide in-kind service with no fiscal effect.

TERMS

Request for authorization to retroactively accept a grant from the WEDC for April 1, 2026 – December 31, 2026 at an amount of \$217,000

VIRTUAL MEETING INVITES

Margo Franklin, Chief Human Resources Officer, Department of Human Resources
Genaro Baez, Director HR Operations & Talent Acquisition, Department of Human Resources

PREPARED BY:

Genaro Baez, Director HR Operations & Talent Acquisition, Department of Human Resources

APPROVED BY:

Margo Franklin, Chief Human Resources Officer, Department of Human Resources

ATTACHMENTS:

Resolution
Fiscal Note

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., Chair, Finance Committee
Supervisor Patti Logsdon, Chair, Personnel Committee
Liz Sumner, Comptroller
Stephen Cady, Comptroller’s Office
Aaron Hertzberg, Director, DAS
Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk