

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: April 10, 2023
To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors
From: Aaron Hertzberg, Director, Department of Administrative Services
Subject: Department of Administrative Services 2022 Annual Report
File Type: Informational Report

This informational report provides a report on how Department of Administrative Services set and achieved its 2022 goals.

POLICY

This report aligns to Chapter 108: Achieving Racial Equity & Health.

Milwaukee County Code of General Ordinances:	Chapter 108: Achieving Racial Equity & Health
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BACKGROUND

[File 22-104](#) amends Chapter 108 to require that “annually, by April 30 of each year or sooner, each Milwaukee County department leader and/or their designee(s) shall provide a written and oral report outlining their year-end results to a Milwaukee County Board of Supervisors committee. The reports shall, at a minimum:

- (a) Indicate the year-end goals the department set in the prior year
- (b) Share the rationale and relevance of the department’s performance metrics (i.e. explaining why they are “SMART” goals (specific, measurable, achievable, realistic, timely, and extending) and how they align to the county’s racial equity strategy, if applicable)
- (c) Report the department’s year-end results relating to the goals it had set, and
- (d) Provide a thorough analysis clearly articulating why goals were significantly exceeded, met, or not met.
- (e) Explain the department’s progress in creating a departmental-level strategic plan that aligns to the countywide strategic plan and provide an update about future plans to revise and enhance the departmental-level plan in the year ahead.”

[File 22-657](#) The Department of Administrative Services 2021 Annual Report to the Milwaukee County Board

ALIGNMENT TO 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

Alignment to the above strategic objectives is articulated in response to the questions below.

BODY

1. What were the top 3 goals of your department/office 2022? Please explain why they are “SMARTIE” goals (specific, measurable, achievable, realistic, timely, inclusive, and equitable) and how they align to the county’s racial equity strategy.

- o **Goal 1:** By the end of 2022, engage employees to complete a strategic planning process for the Department of Administrative Services that clearly aligns the Departments work to Milwaukee County’s mission, vision, and values.

This goal helped to ensure DAS has a clear focus and alignment for activities across divisions within the Department. It also becomes the foundational document to ensuring employees can connect their work to Milwaukee County’s vision to achieve racial equity. The plan also plays a key role in communicating the role of Administrative Services to customer departments and the public. The goal is measured by completion of the ask within the stated timeline.

This goal aligns to all of the strategic objectives.

- a. **Goal 2:** Develop KPIs to objectively measure productivity and outcomes of each Division within the Department of Administrative Services by the end of 2022.

A goal to set measures and accountability. As part of the DAS Strategic Planning effort, leaders recognized the value in measuring progress and results of employee efforts. Collectively the team set a target to define key performance indicators for each Division by the end of 2022.

This goal aligns to all of the strategic objectives.

- **Goal 3:** In 2022, Increase the number of Certified DBE firms to 625 and the percentage of committed contract value for Disadvantaged Business Enterprises (DBE) and TBE Targeted Business Enterprises (TBE) firms when a participation goal is set to 30%.

The goal led by our newly renamed Office of Economic Inclusion was set to measure and align with Milwaukee County's strategic focus area goal to increase the number of County Contracts with minority and women owned businesses.

This goal aligns to strategic objective 1C.

2. To what extent were these goals accomplished in 2022? Please explain.

- a. Goal 1: The Department of Administrative Services took several steps to complete its goal to complete a strategic planning process.
 - i. In early 2022, the over 250 employees of DAS came together to brainstorm and eventually voted to select a theme for DAS as we entered the strategic planning phase. The theme selected was *Moving Forward Together*.
 - ii. After gathering feedback, the DAS leadership team worked to set the framework for the Strategic Planning process. In April, the team developed new mission and vision statements that directly connect to Milwaukee County's mission and vision and confirmed adoption of the County's values.
 - 1. **DAS Mission:** *We plan, develop, build, and manage the technical, operational, and physical infrastructure of Milwaukee County to deliver great public service.*
 - 2. **DAS Vision:** *A highly engaged workforce provides operational excellence and superior customer service while working to achieve racial equity.*
 - 3. **DAS Values:** *Inclusion, Influence, and Integrity*

It should be note that the underlined section of both the DAS mission and vision statements help explain the reason behind our focus, with direct linkage to the mission and vision statements of Milwaukee County. This helps demonstrate DAS's critical role in helping to empower customer departments and elected offices in advancing their work.

- iii. The DAS Vision statement also helped to serve as the foundation for objectives. In a follow up planning session, DAS people leaders helped create a workplan of priority activities to help advance DAS's efforts to achieve its vision. Prioritized actions are captained by DAS Division

leaders with support from individuals throughout the organization. Objectives have been outlined as follows to help guide our efforts.

1. A highly engaged workforce that is representative of Milwaukee County at all levels.
2. Driven by key performance indicators, consistently improve performance for customers, employees and Milwaukee County.
3. Build trusted relationships so we can exceed customer expectations.
4. Build a workforce culture that promotes diversity, equity and inclusion and applies an equity lens to our work.

Actions to advance the work plan are well underway. Throughout the process DAS leaders have worked to keep employees informed through emails and all hand meetings. Division leaders have been working to develop or revise their own strategic plans in alignment with the County and DAS plans. In 2023, DAS will share its plan with customer departments and elected offices to ensure a full understanding of our role, direction and services is understood.

- b. Goal 2: Each Division within DAS has worked to develop KPIs for measure progress in their respective areas. Many of those KPIs were shared with the Board as part of DAS's 2023 budget presentation. Having the KPIs in place better positions DAS to set goals, maintain accountability, measure success and revisit or realign resources to correct off-track issues.
- c. Goal 3: The two parts of the goal took divergent paths in 2022. Whereas part 1, increasing the number of Certified DBE firms to 625, was not successful, DAS exceeded the part 2 of the goal, significantly increasing the percentage of committed contract value for DBE & TBE firms when a participation goal is set to 30%,.

The total number of certified firms fell from 600 to 539. While 58 new firms were registered, 119 either had registrations expire or went out of business. Of the new firms registered 46 were qualifying minority owned businesses and 12 were women owned businesses. Through the tracking the Office of Economic Inclusion changed their approach to increase community outreach and build relationships with ethnic and diverse chambers of commerce. Five community outreach events were held in 2022, with more planned in 2023. These events or hosted in partnership with the Procurement Division and with customer departments to educate business about doing business with Milwaukee County and to feature specific contracting opportunities.

The total percentage of committed contract value to DBE and TBE firms when a goal was set exceeded our 30% goal, reaching 54% in 2022. This was incredible progress and demonstrates the success of collaboration between the Office of Economic Inclusion, Procurement, and our customer departments. Through trusted relationships, early intervention and the setting of realistic goals a higher

percentage of County contracts can be committed to DBE and TBE firms. The team hopes to build on this success in the years to come. That includes increasing the total number and size of contracts with goals set and further evaluation of whether success is shared equally among various qualifying categories of DBE and TBE firms.

3. What factors *enabled* progress toward accomplishing these goals?
 - a. DAS is fortunate to have strong support and buy-in from employees that were ready and excited to participate in the strategic planning process and aligned to the County's goals. The level of engagement and support is and will continue to be critical to our success.
 - b. Consistent and uniform alignment to the Milwaukee County strategic plan is critical. Knowing that we are all focused on the same overall goals, helps build trust and collaboration.
 - c. Support and examples from other Department has been helpful in advance our efforts.
 - d. Setting clear performance indicators has helped move the team from discussing "what's not going right" to "what do we need to do to fix it".
 - e. Access to additional resources from underspent contracts were also identified to engage an outside consultant in helping to guide the strategic planning process.

4. What factors *hindered* progress toward accomplishing these goals?
 - a. Staffing challenges continue to be a major challenge throughout the department due to retirements, turnover and difficulty recruiting new staff members with pay that has not kept up with market trends. The leadership team has been keenly focused on this issue. Clear KPI targets have been set for 2023, with several workplan actions in place to improve the environment. That said, compensation continues to be the lowest scoring category in employee engagement surveys. Years of budget cuts and even flat tax levy targets where departments are expected to absorb inflation continue to take their toll across all lines of business.
 - b. Culture change and development continues to be a work in progress, particularly as it relates to working in an under-resourced work environment. After years of being asked to maintain or increase programs and operations with less resources, we are working to overhaul our strategy to attempt to better address "upstream" issues. This includes the modernization of our processes, re-alignment of staff and resources and seeking additional resources and staff support as appropriate.

5. Aside from financial resources, what help does your department/office need in identifying and achieving your strategic goals?

While resources and staffing remain a primary concern, we also need support and encouragement to stay focused on our goals. We appreciate the Board seeking awareness of our strategic planning and accountability our goals. We

are hopeful the Board and our other supported Offices and Departments are supportive of our efforts to implement strategic solutions that can, on occasion, require changes to current practices. These efforts can also be hindered by one-off changes in directions or distracting side projects. We'll continue to do our best but appreciate open discussions with our staff about how to best prioritize and align resources and timelines with larger strategic efforts.

6. What is the status of your department/office in developing its strategic plan?
As highlighted above, DAS has made significant progress in developing its strategic plan. We look forward to final refinement and sharing with the elected offices and customer departments we support later this year.

FISCAL EFFECT

The report is informational only and there is no fiscal impact.

VIRTUAL MEETING INVITES

Sherri Jordan

PREPARED BY:

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APPROVED BY:

Aaron Hertzberg

ATTACHMENTS:

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