

Milwaukee County



IMSD Report to Finance Committee:
Response to Resolution 20-672

Resolution 20-672 Summary



Problem Statement

- Milwaukee County has identified the need for a mobile application solution(s) for serving the community, marketing County services and directing customers to appropriate services in both emergency and non-emergency situations.

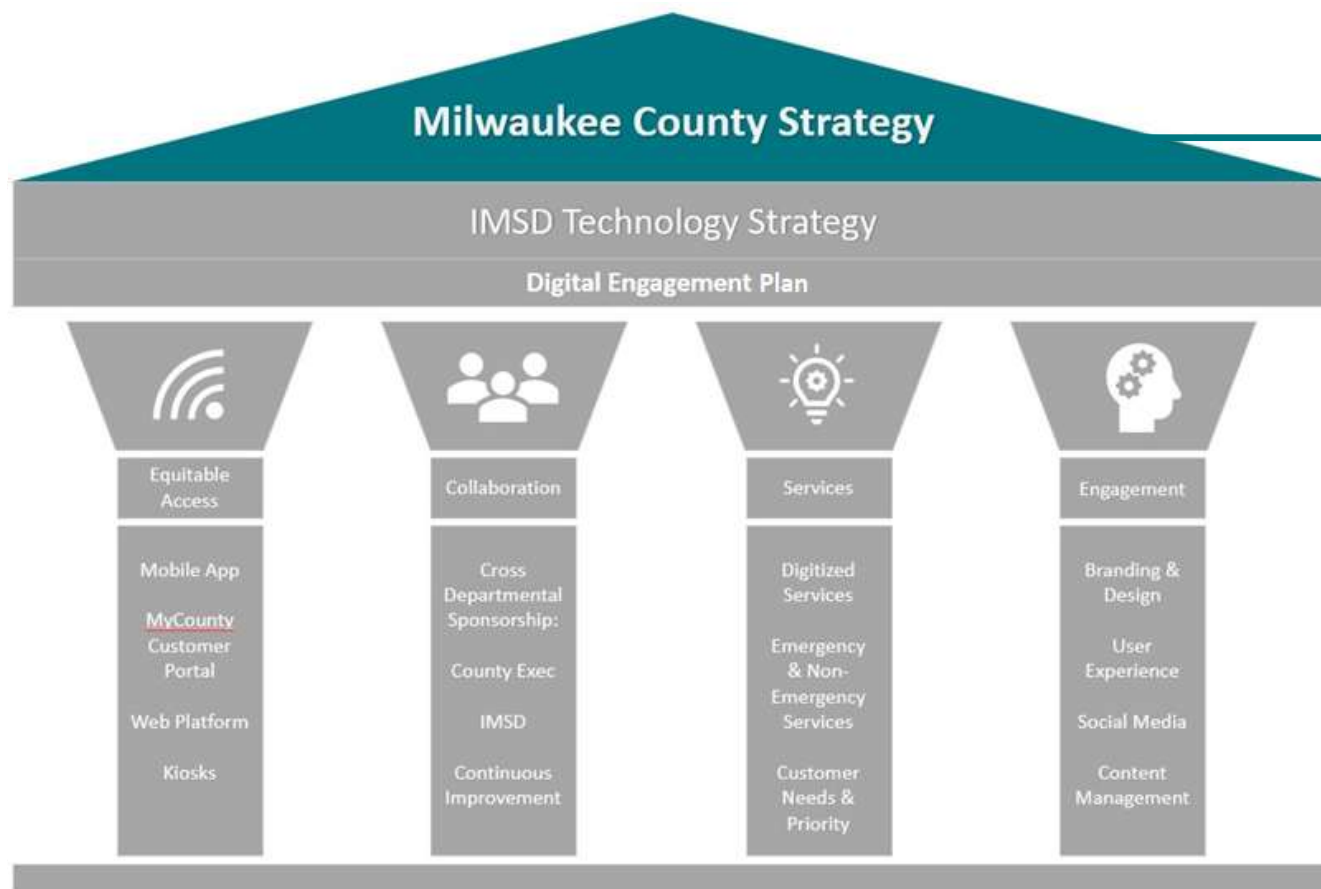
Solution

- DAS-IMSD to provide cost estimate and timeline for creation of a Digital Engagement IT team to develop, support and enhance mobile enabled app(s) for Milwaukee County

Presentation Outline



- Alignment to Milwaukee County Strategy and IT Strategy
- Digital Engagement Plan
- Technology Options (cost & timeline)
- DAS-IMSD Recommendation
- Measures of Success
- Next Steps



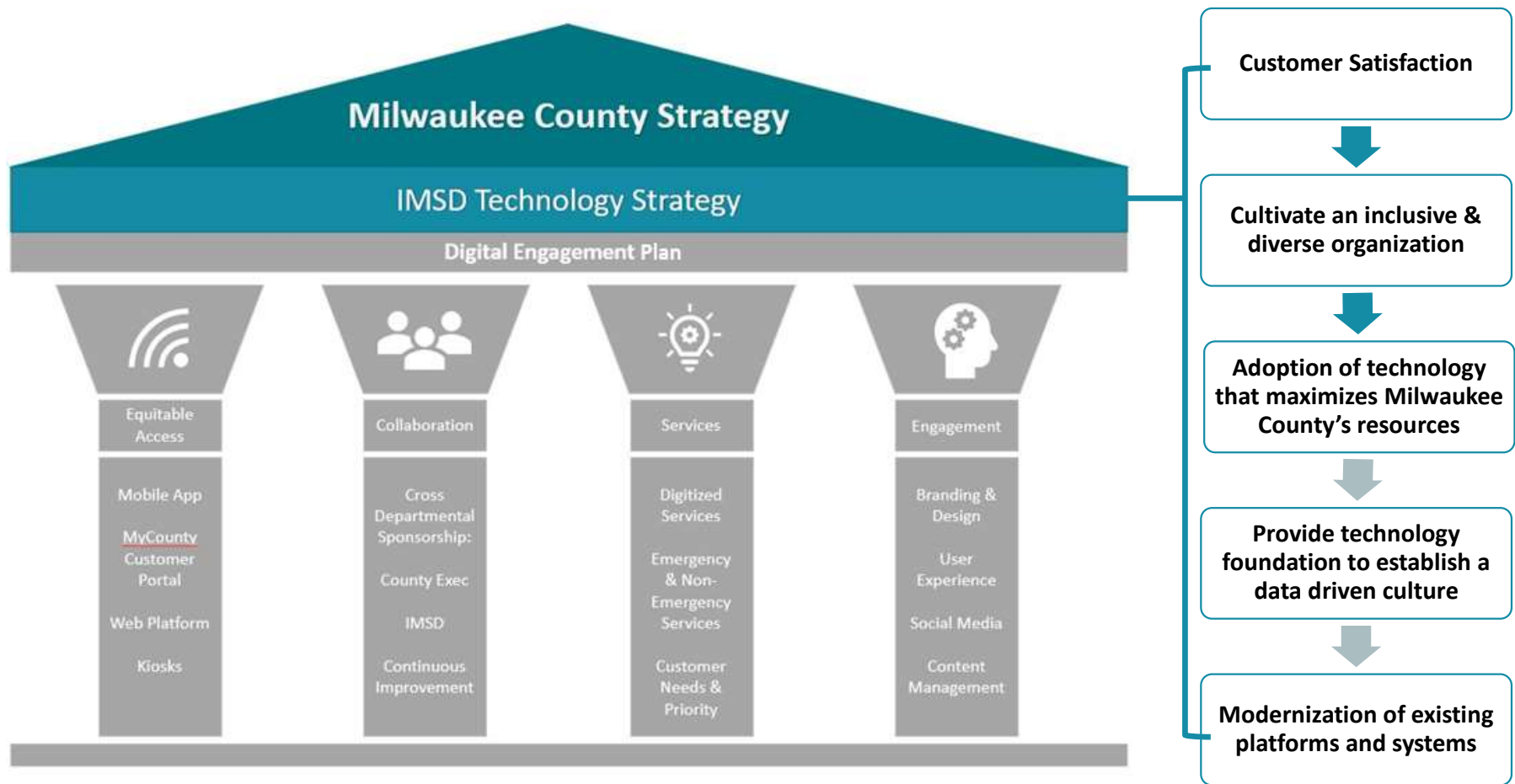
Create intentional inclusion

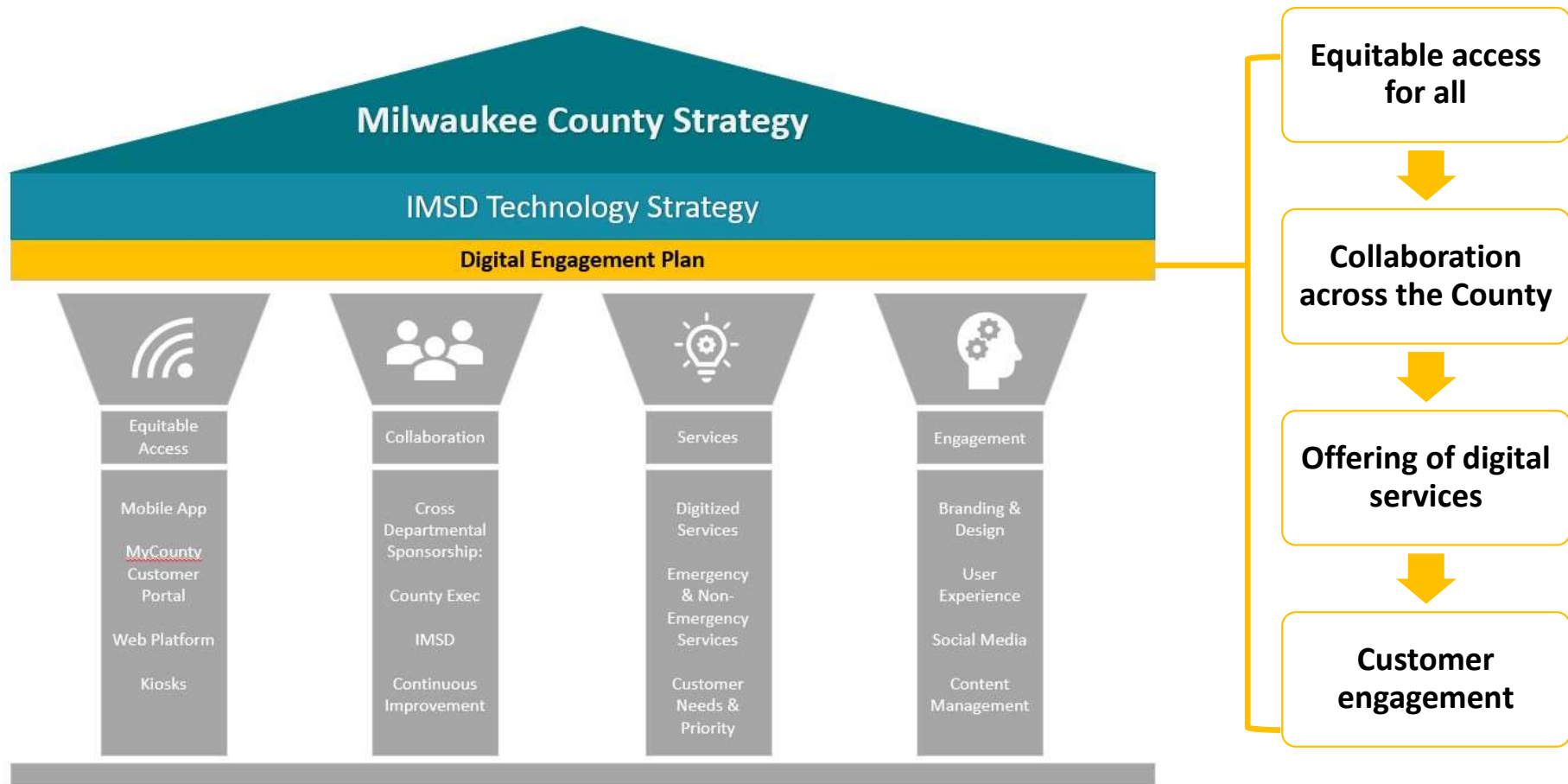


Bridge the gap



Invest in equity





Milwaukee County Strategy

IMSD Technology Strategy

Digital Engagement Plan



Equitable Access

Mobile App

MyCounty
Customer
Portal

Web Platform

Kiosks



Collaboration

Cross
Departmental
Sponsorship:

County Exec

IMSD

Continuous
Improvement



Services

Digitized
Services

Emergency
& Non-
Emergency
Services

Customer
Needs &
Priority



Engagement

Branding &
Design

User
Experience

Social Media

Content
Management

Equitable Access

Creating a digital
“No Wrong Door”



Reducing digital inequity



Improving knowledge on
how to use technology

Milwaukee County Strategy

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Equitable
Access

Mobile App

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Customer
Portal

Web Platform

Kiosks



[Home](#) [Services](#) [FAQ](#) [About](#) [Register](#) [Login](#)

myCounty

MILWAUKEE COUNTY CUSTOMER PORTAL



Featured Services



County Executive Public Records

Request public records that pertain to the County Executive Office here!



Senior Dining

Join us for lunch! Make reservations online for the Division on Aging Senior Dining Program.



Parks Permit Request

Apply now to have your next special event, wedding, photoshoot, or vendor station within one of our many beautiful Milwaukee County Parks!

Key Successes

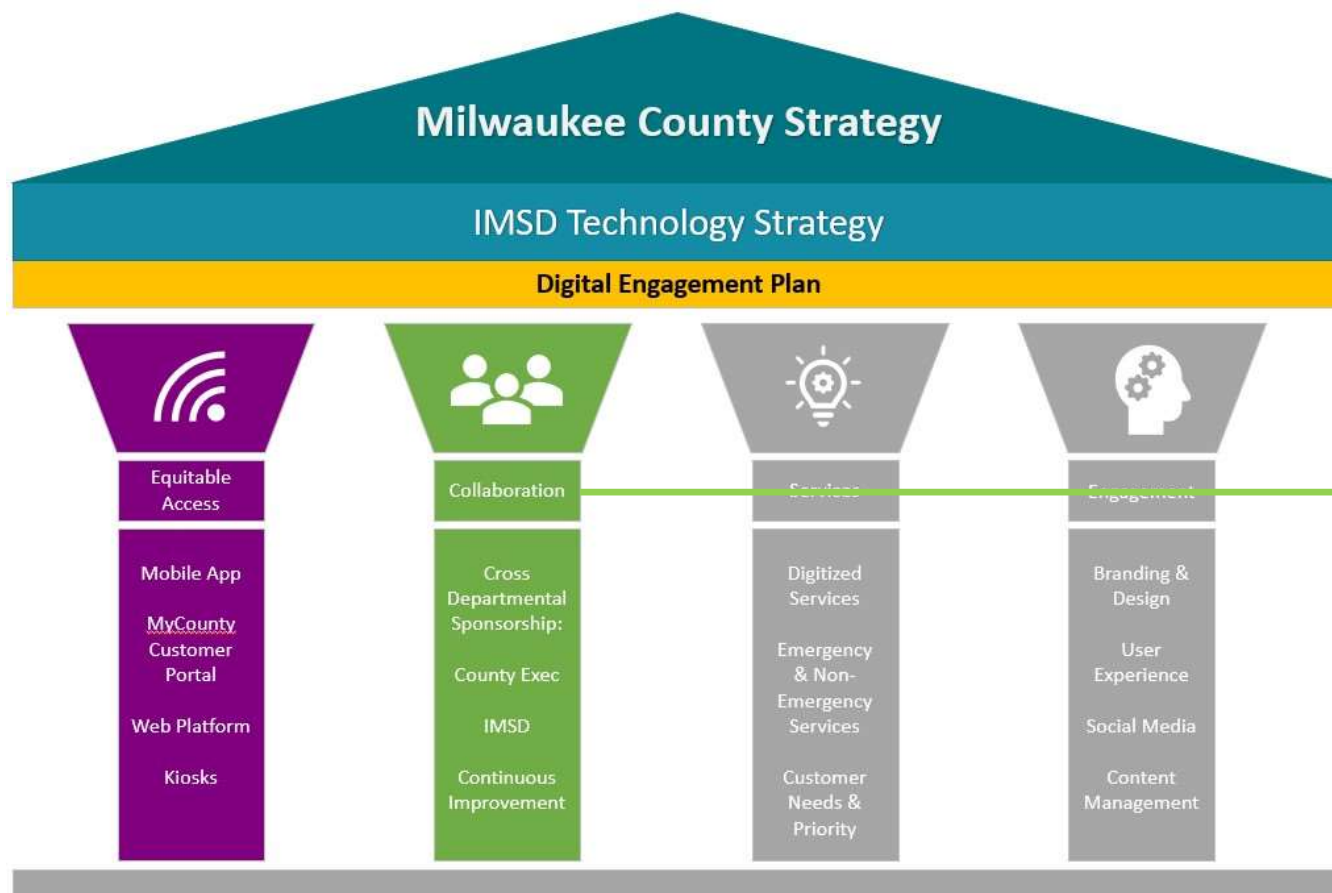
2020 project as part
of COVID-19
response



First step for the
digital “No Wrong
Door” concept



Currently live with
three services, many
more in queue



Collaboration

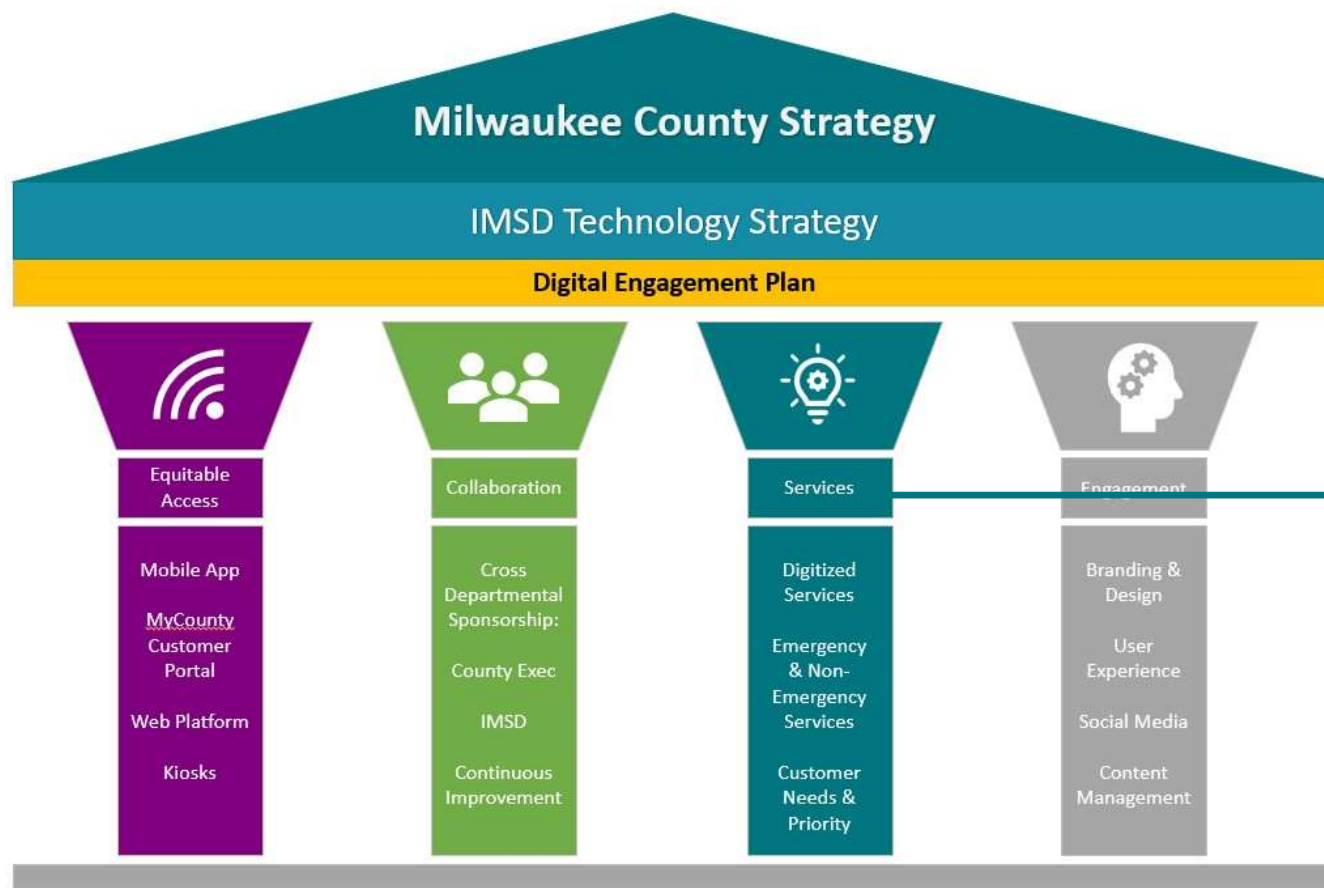
Business support on plan direction



IMSD and CI are driving the project forward



Breakdown silos between departments

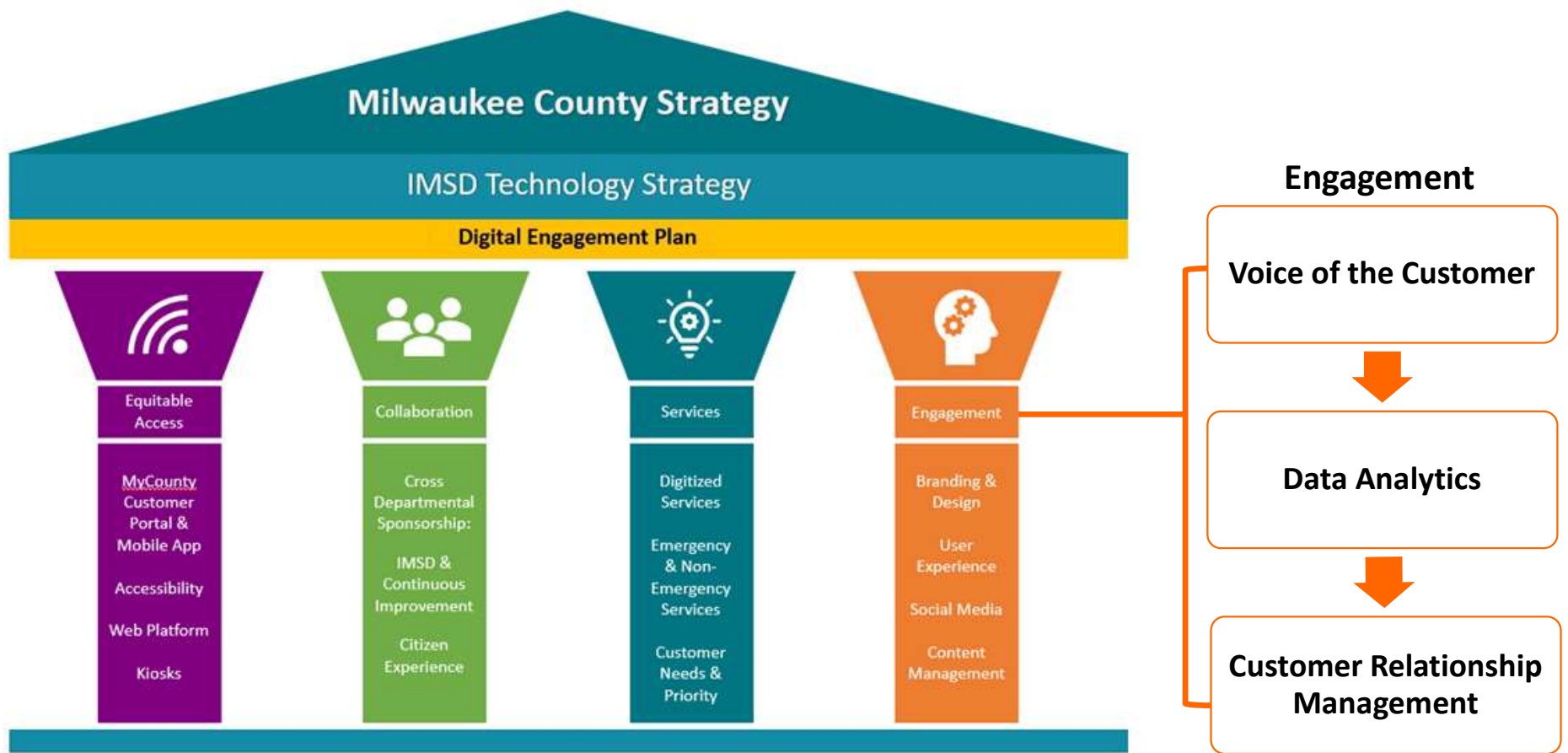


Digital Services

Customer Portal
Mobile App



Homeless Outreach
Behavioral Health
Psychiatric Care
One-click access to 2-1-1
One-click access to 9-1-1
Office of Sheriff
Office of Emergency Management
Department service offerings (in progress)



Future of Digital Engagement

DAS-IMSD prepared three options:

	Description	Add FTE 2021	Add FTE 2022	2021 Software Cost	2022 Software Cost
Option 1 ★	Expand govService pilot	2	3-4	\$0	\$100k
Option 2	New SaaS/PaaS vendor	2	3-4	\$0	\$187- \$356k
Option 3	New SaaS/PaaS vendor	2	3-4	\$187- \$356k	





Strategic Timeline of Options

Feature	*By end of 2021	By mid 2022	By end of 2022	By mid 2023	By end of 2023	2024 & Ongoing
Downloadable Mobile Application is Live						
Option 1	1					
Option 2				2		
Option 3			3			
Homeless Outreach, Behavioral Health & Psychiatric Crisis: Requirements complete & development begins						
Option 1		1				
Option 2				2		
Option 3		3				
One-click Access to 2-1-1 & 9-1-1 Voice Services: Requirements complete & development begins						
Option 1			1			
Option 2						2
Option 3				3		
Office of the Sheriff & Office of Emergency Management: Requirements complete & development begins						
Option 1			1			
Option 2						2
Option 3				3		
Number of digitized services available in the mobile portal:						
Option 1	6-9	8-12	10-14	14-16	16-18	16+
Option 2			3-4	3-4	5-6	7+
Option 3	3-4	3-4	5-6	7-9	10-13	10+

* assumes project begins 6/1/21

DAS-IMSD Recommendation

★ Option 1: Continue with govServices pilot & implement mobile application



Fastest route

Most economical – Expanding services we already have

Full evaluation of platform capabilities

Feedback from cross-departmental leadership and County customers

Plan to Measure Success

Gather Baseline Metrics

- **Several metric gathering initiatives are in progress:**
 - ✓ DAS Customer Survey
 - ✓ IT Survey
 - ✓ Google Analytics is in place on the MyCounty Customer Portal
 - ✓ Customer Survey on the service experience is in place on the MyCounty Customer Portal





Benchmarking



IT Satisfaction

0% aligned with average
INDUSTRY AVERAGE: 75%
45TH PERCENTILE



IT Value

3% above average
INDUSTRY AVERAGE: 74%
57TH PERCENTILE

IT Budget as % of Revenue

1.2%
2.6% below average
INDUSTRY AVERAGE: 3.8%
20TH PERCENTILE

IT Staff as % of Users

1.9%
2.7% below average
INDUSTRY AVERAGE: 4.6%
31ST PERCENTILE



Security Friction

Regulatory Compliance-driven
Friction is acceptable
100
7% above average

Office/Desktop Security
Friction is acceptable
97
12% above average

Data Access
Friction is acceptable
90
3% above average

Remote/Mobile Device Access
Friction is acceptable
71
4% below average

Capacity

Shadow IT

Use of Shadow IT; procurement of IT services and applications without IT involvement

Satisfaction



7% above average

Capacity Constraint

Satisfaction with responsiveness and effectiveness of service desk.



3% below average

Relationship

Understands Needs

Satisfaction with IT's understanding of your needs.



1% below average

Executes Requests

Satisfaction with the way IT executes your requests and meets your needs.



3% below average

Communicates Effectively

Satisfaction with IT communication.



4% below average

Trains Effectively

Satisfaction with training quality and timing.



4% below average

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Percentile
Devices	Satisfaction with desktops, laptops, mobile devices etc.	85 th 8% above industry	85 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	83 th 3% above industry	52 ND
IT Security	Practices ensuring organizational devices and data are properly secured	81 th 1% above industry	44 TH
IT Procedures	Satisfaction with procedure design and enforcement around security, governance, etc.	79 th 6% above industry	72 ND
Data Quality	Satisfaction with providing reliable and accurate data	74 th 1% above industry	47 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	74 th 2% below industry	30 TH
Work Orders	Satisfaction with small requests and bug fixes	73 th 3% below industry	33 RD
Business Apps	Satisfaction with applications and functionality	71 th 1% below industry	36 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	69 th 1% above industry	52 ND
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	68 th 1% above industry	47 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	67 th 3% below industry	37 TH
Projects	Satisfaction with large department or corporate projects	66 th 3% below industry	33 RD
Client-Facing Technology	Satisfaction with user experience and effectiveness	64 th 2% below industry	36 TH

Plan to Measure Success (cont.)

Digital Engagement Team Initiative

- **Wholistic, County-wide approach to metric gathering**
 - ✓ Surveys (in-process and new)
 - ✓ User Groups
 - ✓ Citizen Journey Mapping
- **Partner with Milwaukee County business units to create a customer survey focusing on four key digital engagement areas:**
 - 1) Customer experience
 - 2) Increased efficiency and productivity
 - 3) Ensuring business continuity (the pandemic is a perfect example of the need)
 - 4) Cost savings and revenue generation



Brief Sample of Metrics from Pilot: MyCounty Customer Portal

Park's Special Events Permit Process

1) Customer experience

- Achieved 98% accuracy in permitting process due to less manual effort/more automation

2) Increased efficiency and productivity

- 7-10 steps have been removed or automated from Staff's process
- 60-90 minutes of work effort (time) shaved off each permit application

3) Ensuring business continuity

- Parks staff can share information within the system and conduct all work from remote office locations (the pandemic is a perfect example of the need)

4) Cost savings and revenue generation

- Labor cost savings directly tied to efficiencies of process
- Example: Avg of \$28/hr x 1.5 hours saved per permit x 78 permits in Jan/Feb = \$3276 in savings so far!





Digital Engagement Next Steps

Move forward to identify funding resources



Create the Digital Engagement team in a phased approach
• (Immediate need to create two FTE positions, one is a contractor conversion)



Project plan



Execute plan