

B U D G E T S U M M A R Y

| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
|-----------------------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures | | | | | |
| Personnel Costs | \$700,634 | \$1,066,893 | \$1,768,736 | \$1,835,550 | \$717,076 |
| Operation Costs | \$4,668 | \$23,773 | \$339,210 | \$349,514 | \$174,116 |
| Debt & Depreciation | \$0 | \$0 | \$0 | \$0 | \$ 0 |
| Capital Outlay | \$2,617 | \$1,351 | \$6,000 | \$6,000 | \$ 0 |
| Interdepartmental. Charges | \$741 | \$0 | \$1,914 | \$0 | \$764 |
| Total Expenditures | \$708,660 | \$1,092,017 | \$2,115,860 | \$2,191,064 | \$891,956 |
| Revenues | | | | | |
| Direct Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Intergovernmental Revenue | \$0 | \$0 | \$95,733 | \$95,733 | \$ 0 |
| Indirect Revenue | \$0 | \$0 | \$0 | \$0 | \$ 0 |
| Total Revenues | \$ 0 | \$ 0 | \$95,733 | \$95,733 | \$ 0 |
| Tax Levy | \$708,660 | \$1,092,017 | \$2,020,127 | \$2,095,331 | \$75,204 |
| Personnel | | | | | |
| Full-Time Pos. (FTE) | 10.0 | 13.0 | 19.0 | 19.0 | 0.0 |
| Seasonal/Hourly/Pool \$ | \$0 | \$0 | \$0 | \$0 | \$0 |
| Overtime \$ | \$1,525 | \$2,633 | \$0 | \$0 | \$0 |

Department Mission:

This Department serves to support Milwaukee County's mission to enhance the quality of life through great public service. To that end, the new Office of Strategy, Budget and Performance will work to strengthen practices and strategically align critical resources that advance the mission while improving Milwaukee County's fiscal health. This Department will lead the Strategic plan, utilize an equitable lens for budgeting, and develop effective practices for continuous improvement, project management, and grant development. These activities will assure the highest quality of services for the residents of Milwaukee County.

Department Description:

Strategy, Budget and Performance (SBP) has three divisions: Strategy and Performance Division, Budget Division, and Project Management Office.

Major Changes in FY 2023

As part of the continued effort to connect strategy and budget, the Department of Strategy, Budget, and Performance is created in the 2022 budget. The former Department of Administrative Services (DAS) Divisions of Performance, Strategy and Budget (PSB) and Grants Procurement are moved to this new department, while a division is added to focus on Strategy. The Division of Grants Procurement is redesigned to a Project Management Office which will focus on grant development, continuous improvement, and project management activities. FTEs in the department are

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FUND: **General — 10001**

increased by 6 compared to the 2021 Adopted Budget, representing a transfer of 4 positions from other departments, 1 position create which was approved in 2021 (File 21-469) and 1 new position create in the 2022 budget.

Strategic Program Area 1: Strategy Division

Service Provision: **Mandated**

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|---------------------------|
| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
| Expenditures | \$0 | \$0 | \$ 188,524 | \$ 190,106 | \$1,582 |
| Revenues | \$0 | \$0 | \$0 | \$0 | \$ 0 |
| Tax Levy | \$ 0 | \$ 0 | \$188,524 | \$190,106 | \$1,582 |
| FTE Positions | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |

| What We Do With It: Activity Data | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Activity | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| To Be Determined | | | | |

| How Well We Do It: Performance Measures | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Performance Measures | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| To Be Determined | | | | |

Strategic Overview:

The Strategy Division works with all departments (including the Office of the County Executive and County Board) to help drive meaningful progress toward achieving the County’s strategic plan.

In 2022, the Strategy Division facilitated the advancement of the county’s strategic plan in the following ways:

- Coordinated the activities of the County’s seven Strategy Teams which are aimed to advance strategic plan priorities.
- Serving as an executive sponsor for the service alignment team.
- Led the development of the Strategy Dashboard. Specifically, coordinated the creation of the employee demographics dashboard, the average age of life dashboard, and the Opioid dashboard.
- Planned and facilitated the County’s Leadership Forums, cabinet meetings, SBP leadership meetings, and other countywide leadership meetings.
- Briefed internal and external stakeholders on the county’s strategic plan.
- Coordinated with local partners to align stakeholders around housing the key issue around which local stakeholders will coordinate to make advances.
- Providing customized technical assistance to county leaders developed nested strategic plans and developing key performance indicators for their departments and divisions.

Strategic Implementation:

In 2023, the Strategy Division will continue this the activities listed above, as well as:

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- Lead the creation of a housing dashboard to display countywide progress toward increasing the number of residents in safe, affordable and high-quality housing.
- Add department KPIs to the Strategy Dashboard for as many services as possible.
- Establish strategic plans and key performance indicators for as many departments and offices as possible.
- Secure and support the implementation of contract support to provide training and assistance to departments and offices in KPI development and use.
- Collaborate with other services areas in SBP to better integrate services across the department.

Strategic Program Area 2: Budget Division

Service Provision: Mandated

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|---------------------------|
| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
| Expenditures | \$698,762 | \$799,264 | \$837,176 | \$847,864 | \$10,688 |
| Revenues | \$0 | \$0 | \$0 | \$0 | \$ 0 |
| Tax Levy | \$799,264 | \$799,264 | \$837,176 | \$847,864 | \$10,688 |
| FTE Positions | 10.0 | 10.0 | 8.0 | 8.0 | 0.0 |

| What We Do With It: Activity Data | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Activity | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| # of Budgets Documents Produced | 2 | 2 | 2 | 2 |
| Organizational Budgets | 82 | 82 | 82 | 82 |

| How Well We Do It: Performance Measures | | | | |
|--|--------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Performance Measure | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Bond Agency Rating | Fitch IBCA: AA+ Moody's: Aa2 S&P: AA | Fitch IBCA: AA Moody's: Aa2 S&P: AA | Fitch IBCA: AA Moody's: Aa2 S&P: AA | Fitch IBCA: AA Moody's: Aa2 S&P: AA |
| GFOA Distinguished Budget Presentation Award | Awarded | Awarded | Pending | Awarded |

Strategic Overview:

The Budget Division supports the County’s efforts toward long-term financial sustainability. The Division leads the development and implementation of the County’s annual operating and capital budgets and supports long-term strategic and financial planning processes and performance measurement systems.

Strategic Implementation:

As a component of the County’s fiscal health goal, the Budget Division is working with departments to expand upon the use of long-term financial planning in Milwaukee County’s budget process. This includes placing focus on strategies to sustainably increase revenues, and reduce expenditures, while working to develop a fiscally healthy organization that makes decisions on investment into strategic plan priorities versus structural deficit reductions.

The Budget Division has supported the implementation of a Racial Equity Budget Tool which has been incorporated into the annual budget process and which has been utilized during to: make intentional connections between the strategic plan and the budget; use racial equity as the guiding principle for important decisions regarding investments.; initiate conversations on topics related to the strategic plan; provide baseline data on departmental efforts to inform enterprise-wide decisions.

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In 2022, the Budget Division has worked to develop a new budget software system which has been incorporated into the 2023 budget process.

Strategic Program Area 3: Project Management Office

Service Provision: **Administrative**

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|---------------------------|
| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
| Expenditures | \$9,898 | \$292,843 | \$1,090,160 | \$ 1,153,094 | \$62,934 |
| Revenues | \$ 0 | \$0 | \$95,733 | \$ 95,733 | \$ 0 |
| Tax Levy | \$9,898 | \$292,843 | \$994,427 | \$1,057,361 | \$62,934 |
| FTE Positions | 0.0 | 0.0 | 10.0 | 10.0 | 0.0 |

| What We Do With It: Activity Data | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Activity | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Number of grant applications submitted within the Grant System of Support (AMOP 11.02) | N/A | 51 | 35 | 35 |
| Amount of grant funds requested through competitive grant proposals | N/A | \$122.7M | \$30M | \$40M |
| Number of projects undertaken to identify and apply a solution to an enterprise challenge | N/A | 9 | 5 | 8 |
| Number of grant writing and project management professional development sessions held for employees | N/A | N/A | 1 | 4 |
| Number of federal reports submitted on use of American Rescue Plan Act State and Local Fiscal Recovery Funds | N/A | 2 | 3 | 5 |
| Number of CountyConnect resource pages developed and maintained focusing on project management and grant development | N/A | 1 | 1 | 2 |
| Number of project management and grant development AMOPs established | N/A | 2 | 4 | 4 |
| Number of internal communication outlets or standards developed and/or maintained | N/A | N/A | N/A | 3 |

| How Well We Do It: Performance Measures | | | | |
|---|--------------------|--------------------|--------------------|--------------------|
| Performance Measure | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Percent of competitive grant applications awarded | N/A | 67% | 30% | 35% |
| Amount of competitive grant funds awarded | N/A | \$41.7M | \$9M | \$15M |
| Number of County employees trained and/or accessing CountyConnect resource pages | N/A | N/A | 20 | 50 |
| Number of projects successfully concluded that impact county operations and/or strategy advancement | N/A | 7 | 5 | 6 |

Strategic Overview:

The Project Management Office (PMO) leads efforts to advance Milwaukee County’s strategic plan by integrating project management approaches and direct support into organizational functions. The PMO supports County departments by providing additional capacity to execute strategic solutions for their most pressing project needs. PMO service areas include grant development, continuous improvement, priority and strategy project management, and internal communications including digital programs, graphic design and branding. The office provides support through a tiered system of support to effectively meet the needs of the organization. Through this work, the PMO also increases County capacity across services areas.

PMO service areas are designed to support County departments through projects and initiatives with various needs as described below.

- **Continuous Improvement:** Projects that improve the efficiency and performance of county operations.
- **Grant Development:** Projects that involve identifying and pursuing external funding to advance strategic initiatives.
- **Internal Communications:** Projects that develop and distribute countywide information and effectively reach target groups through internal communications, digital programs, branding and graphic design.
- **Priority Projects:** Initiatives that cross multiple departments or connect to the enterprise strategic plan.
- **Strategy and Performance:** Projects that create or align process to deliver and report on strategic objective key performance indicators and department strategy.

The PMO also project manages the American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds received by Milwaukee County. The division also facilitates the County’s Administrative Manual of Operating Procedures. Capacity building will continue to be offered by the PMO and include an online inventory of project management tools, strategies, and training opportunities for County offices.

Overall, the division is dedicated to comprehensively support implementation of county-wide projects to ensure efficacy and impactful outcomes that benefit the constituents and functions of Milwaukee County.

Strategic Implementation:

In 2023, the Project Management Office will solidify the following functions within Milwaukee County’s operating procedures and practices:

- Refine and implement model project management, grant development, internal communication systems and practices in Milwaukee County.
- Increase the capacity of Milwaukee County departments to compete for grant revenue, identify and implement solutions to enterprise challenges, and develop effective internal communication strategies.

- Cultivate project management across Milwaukee County in alignment with organizational racial and health equity goals.

The division will seek ongoing feedback and undergo continuous improvement to refine and develop resources that will effectively support the varying needs of County departments and offices. A service area satisfaction assessment will steer the efforts of division staff to improve the resources offered.