

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Adopted Budget	2023/2024 Variance
Expenditures					
Personnel Costs	1,066,983	1,663,841	2,048,400	2,200,348	151,948
Operations Costs	23,773	148,943	175,000	1,097,972	922,972
Capital Outlay	1,351	2,795	6,000	6,000	0
Interdepartmental Charges	0	(96,183)	0	0	0
Total Expenditures	\$1,092,107	\$1,719,397	\$2,229,400	\$3,304,320	\$1,074,920
Revenues					
Other Direct Revenue	0	0	0	0	0
State & Federal Revenue	0	0	95,733	0	(95,733)
Total Revenues	\$0	\$0	\$95,733	\$0	(\$95,733)
Tax Levy	\$1,092,107	\$1,719,397	\$2,133,667	\$3,304,320	\$1,170,653
Personnel					
Full Time Pos (FTE)	13.00	19.00	21.00	22.00	1.00
Overtime \$	2,633	7,820	21,103	0	(21,103)
Seasonal/Hourly/Pool	0	0	0	22,149	22,149

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.

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Major Changes

- As part of the continued effort to connect strategy and budget, SBP was created in the 2022 budget. Funded FTEs in the department increase by 1.0 FTE compared to the 2023 Adopted Budget. Two new positions are created and one existing position that is supported by ARPA revenue is changed from funded to unfunded.
- The 2024 budget continues to support the administration of the Milwaukee County Commission on Youth. The Commission on Youth was created in 2022 (File 22-662) to serve as a representative body for youth in Milwaukee County government. In conjunction with the Office of Government Affairs and the Wisconsin Counties Association (WCA), the Project Management Office will coordinate additional community engagement opportunities, including a Day of Advocacy at the Wisconsin State Capitol for Youth Commissioners.
- A one-time allocation of \$400,000 is included for contract support for a future state analysis project. The deliverables include an external analysis of County services, developing a shared framework for prioritizing County services, and recommending a future state of Milwaukee County.
- Overtime funding is decreased by \$21,103 to reflect that all department positions are now FLSA exempt and accrue overtime instead of paying out overtime.

Strategic Program Area: Strategy Division

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	0	74,526	194,958	1,107,237	912,279
Tax Levy	0	74,526	194,958	1,107,237	912,279
Full Time Pos (FTE)	0.00	1.00	2.00	2.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Dashboards added to the Strategy Dashboard	1	2	7	10

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Departments and Offices with Strategic Plans	1	1	14	18

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 2023, the Strategy Division facilitated the advancement of the county’s strategic plan in the following ways by coordinating activities of the County’s seven Strategy Teams which are aimed to advance strategic plan priorities. and serving as an executive sponsor for the service alignment and integration team.

The division also led the advancement of the Strategy Dashboard, briefed internal and external stakeholders on the county’s strategic plan, and provided customized technical assistance to county leaders by helping to develop nested strategic plans and key performance indicators for departments and divisions.

To help break down internal and external silos, the division planned and facilitated the County’s Leadership Forums, cabinet meetings, SBP leadership meetings, and other countywide leadership meetings and coordinated with local partners to align stakeholders around housing the key issue around which local stakeholders will coordinate to make advances.

Strategic Implementation:

In 2024, the Strategy Division will continue the activities listed above, as well include additional KPIs on the Strategy Dashboard for as many services as possible and establish strategic plans and key performance indicators for as many departments and offices as possible.

Other goals for 2024 include securing and supporting implementation of contract support to provide training and assistance to departments and offices in the creation and implementation of their strategic plans and collaborating with other services areas in SBP to better integrate services across the department.

A one-time allocation of \$400,000 is included for contract support for a future state analysis project. The deliverables include an external analysis of County services, developing a shared framework for prioritizing County services, and recommending a future state of Milwaukee County.

Strategic Program Area: Budget Office

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	799,264	804,163	897,817	946,270	48,453
Revenues	0	0	0	0	0
Tax Levy	799,264	804,163	897,817	946,270	48,453
Full Time Pos (FTE)	10.00	8.00	9.00	9.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Budgets Documents Produced	2	2	2	2
Organizational Budgets	82	82	82	82

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Fitch	AA Stable	AA Stable	AA Stable	AA Stable
GFOA Distinguished Budget Presentation Award Achieved	Yes	Yes	Yes	Yes
Moody's	Aa2 Stable	Aa2 Stable	Aa2 Stable	Aa2 Stable
Standard & Poor's	AA Stable	AA Stable	AA Stable	AA Stable

Strategic Overview:

The Budget Division support 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 works 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 utilizes a Racial Equity Budget Tool which is incorporated into the annual budget process and is used 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.

Strategic Program Area: Project Management Office

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	292,843	840,708	1,136,625	1,250,813	114,188
Revenues	0	0	95,733	0	(95,733)
Tax Levy	292,843	840,708	1,040,892	1,250,813	209,921
Full Time Pos (FTE)	3.00	10.00	10.00	11.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Amount of Grant Funds Requested through Competitive Grant Proposals (in Millions of Dollars)	123	144	40	100
Number of Countywide Administrative Manual of Operating Procedures (AMOPs) Revised and Created	16	11	15	15
Number of Federal Reports Submitted on Use of American Rescue Plan Act State and Local Fiscal Recovery Funds	2	5	5	5
Number of Grant Applications Submitted within the Grant System of Support (AMOP 11.02)	51	38	35	35
Number of Internal Communication Outlets or Standards Developed and/or Maintained	N/A	N/A	3	5
Number of Project Management, Grant Development, and Communications Tools, Templates, and Resources Developed and Maintained for Capacity Building	N/A	36	58	65
Number of Projects Undertaken to Identify and Apply a Solution to an Enterprise Challenge	9	17	8	12

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Amount of Competitive Grant Funds Awarded (in Millions of Dollars)	41.7	47.5	15.0	25.0
Number of Projects Successfully Concluded that Impact County Operations and/or Strategy Advancement	7	12	6	10
Percent of Competitive Grant Applications Awarded	67%	58%	35%	35%
Total Number of Procedures in the AMOP Library	44	57	65	75

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. A tiered system of support is used to effectively meet the needs of the organization. Through this work, the PMO also increases County capacity across service areas.

The 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 Communication: Projects that develop and distribute countywide information and effectively reach target groups including digital programs, branding and graphic design.

Priority Projects: Projects that cross multiple departments and advance programs and countywide initiatives.

Strategy and Performance: Projects that create or align processes to deliver and report on strategic objective key performance indicators and department strategy.

The PMO also facilitates allocation and monitoring of American Rescue Plan Act (ARPA) and Opioid Settlement funds in addition to leading the Youth Commission, Administrative Manual of Operating Procedures, and the "What's Up in Milwaukee County" weekly newsletter. Capacity building continues to be offered by the PMO and includes an online inventory of project management tools, strategies, and training opportunities for County offices.

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

Strategic Implementation:

In 2024, funded FTEs increase by 1.0 FTE from 10.0 FTE to 11.0 FTE. 1.0 FTE Grant & Project Analyst is created to provide direct grant development support to Milwaukee County departments to help increase revenue in support of departmental strategic goals. 1.0 FTE Administrative Coordinator is created to support coordination of the Milwaukee County Youth Commission, including commissioner outreach, application activities, events, commission meetings, and other administrative tasks. The position will also be responsible for administrative and project support, and responding to constituent inquiries.

The budget for the Milwaukee County Youth Commission increases by \$50,000 in funding for programming, networking activities, and microgrants. An allocation of \$23,726 is included for Youth Commissioner stipends.

SBP developed a five-year strategic plan and reviews key performance indicators in the form of a scorecard to ensure progress on annual goals and quarterly milestones align to the strategic plan. The PMO team adopted annual strategies in alignment with this plan to direct the annual activities of staff. As a new office, this approach allows PMO staff to build a strong foundation for each service areas while actively providing direct support to address needs within the organization. The PMO facilitates hundreds of projects annually through a tiered system of support that accounts for the needs of each department and elements of each request to best assign staff resources. Projects are tracked through a project management platform that enables the PMO to assign, record, and present project data strategically.

Adjacent to project implementation, the PMO made strides throughout 2022 and 2023 in refining and implementing model project management, grant development, and internal communication systems and practices in Milwaukee County. Through this work, County departments increased their capacity to compete for grant revenue, identify and implement solutions to enterprise challenges, and develop effective internal communications.

The PMO adopted the Project Management Institute's Project Body of Knowledge (PMBOK) as its set of standard terminology and guidelines for project management. Project managers developed tools and templates customized from PMBOK for use in Milwaukee County. The team will continue to develop this library and use consistent practices as it supports customer departments through project implementation.

The PMO continuous improvement unit continues to implement the Define, Measure, Analyze, Improve, and Control (DMAIC) model for operational projects. The intent is to increase efficiency of County operations by streamlining key processes and eliminating waste that impacts time and effort.

Lastly, the PMO drives Milwaukee County's strategic focus areas in a variety of ways. Specifically, the PMO is positioned to "Bridge the Gap" by breaking down silos through cross-departmental project team facilitation and capacity building offerings. Grant development efforts support the County's ability to fund upstream strategies and those that determine what, where and how we deliver services, though external revenue. By cultivating project management practices across departments, the County will be better positioned to reach organizational racial and health equity goals.

American Rescue Plan Act (ARPA) grant funding must be encumbered by the end of 2024. The Office of Strategy, Budget, and Performance will provide a report by the January 2024 meeting cycle recommending how unallocated or unexpended ARPA funds shall be expended to benefit the community. The recommendations shall have an equity focus and include, but not be limited to, projects such as affordable housing and collaborations with partners including legal resources for immigrant and other vulnerable populations accessing the court system.

The Department of Human Resources and Office of Strategy, Budget and Performance will work with the Office of the Sheriff and Community Reintegration Center to examine current processes for recruiting, hiring, and retaining correctional officer staff. Process improvements will be explored and, if feasible, implemented to reduce the time to hire/fill correctional officer positions given background check and training requirements. Strategies for developing a system to improve correctional officer engagement rates shall also be developed to increase retention rates, while reducing mandatory overtime hours and excessive turnover and vacancies.