

BUDGET SUMMARY

Category	2024 Actual	2025 Actual	2026 Budget	2027 Requested Budget	2026/2027 Variance
Expenditures					
Personnel Costs	7,020,136	5,689,162	5,602,931	5,642,167	39,236
Operations Costs	862,886	801,156	1,237,764	1,096,164	(141,600)
Debt & Depreciation	0	0	0	0	0
Capital Outlay	38,279	2,635	0	0	0
Interdepartmental Charges	(146,813)	0	0	0	0
Total Expenditures	\$7,774,488	\$6,492,953	\$6,840,695	\$6,738,331	(\$102,364)
Revenues					
Other Direct Revenue	0	0	0	0	0
State & Federal Revenue	0	0	0	0	0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$7,774,488	\$6,492,953	\$6,840,695	\$6,738,331	(\$102,364)
Personnel					
Full Time Pos (FTE)	72.00	73.00	72.00	72.00	0.00
Overtime \$	176,227	(42,142)	0	0	0
Seasonal/Hourly/Pool	0	0	0	0	0

Department Mission:

The Department of Human Resources (DHR) is committed to making Milwaukee County a leading employer with a high performing, engaged workforce that meets and exceeds business objectives within a supportive, diverse and inclusive workplace. This includes developing programs and practices that establish competitive compensation practices, cost effective yet competitive employee and retiree benefits plans, encouraging a healthy work-life balance, supporting career development, improving internal communications, and rewarding employees for their results and service. DHR also builds management and leadership competency across the county through learning and development initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. DHR maintains a balance between employee and management rights and strives to build a culture of accountability for all employees. DHR maintains the county's total rewards strategy which includes pay, career progression, benefits, retirement programs, and employee wellbeing.

Department Description:

The Department of Human Resources (DHR) consists of six (6) service areas: the Director's Office; Total Rewards, including Compensation, Benefits and the Wisconsin Retirement System (WRS); Employee/Labor Relations; Talent Acquisition & HR Operations; Organizational Learning and Culture; and Retirement Plan Services.

Major Changes

- As part of the continued consolidation of divisions that occurred in the 2026 budget and to better reflect the work of this service area, the Division of Learning and Development and Diversity is being renamed Organizational Learning and Culture.
- The following changes to FTEs are included in the 2027 budget: 1.0 FTE Data Analyst is transferred from the Director's Office to the Talent Acquisition & HR Operations service area within DHR.

Strategic Program Area: Director's Office**Service Provision:** Mandated**How We Do It: Program Budget Summary**

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	1,082,170	976,157	569,725	475,527	(94,198)
Revenues	0	0	0	0	0
Tax Levy	1,082,170	976,157	569,725	475,527	(94,198)
Full Time Pos (FTE)	6.00	6.00	4.00	3.00	(1.00)

How Well We Do It: Performance Measures

Performance Measure	2024 Actual	2025 Actual	2026 Target	2027 Target
Employees Surveyed Biannually as Fully Engaged	61%	N/A	64%	N/A

Strategic Overview:

The Director's Office develops and drives the overall long-term vision for the Department of Human Resources (DHR), while ensuring effective execution of all DHR service delivery areas. Functional duties include administering human resources programs, leading key Milwaukee County workforce initiatives, and developing and implementing strategies to improve employee engagement. This office partners with executive leaders on developing human capital solutions, including overall workforce planning and talent management. In addition, the Director's Office is responsible for the DHR staff's achievement of goals, professional development, and overall service to Milwaukee County.

Strategic Implementation:

As part of its strategic planning process, the Department of Human Resources (DHR) identified three (3) core focus areas, including Employee Experience, Total Rewards, and Leader Development and Support. These focus areas help to frame the actions DHR will take in the coming years to achieve the overall objectives of improving the employee experience and becoming an employer of choice. There are ten (10) goals across these focus areas including ensuring the County's workforce represents the diversity of ideas, culture, and thinking represented in Milwaukee County, among others.

In 2027, DHR will continue to work on advancing its strategic plan and initiatives aligned with the core focus areas. Our work will continue to be grounded in enhancing the workplace culture and experience for county employees, strengthening systems to improve employee onboarding and retention and equipping leaders, at all levels, with the tools and training needed to be successful.

One of the key initiatives in 2027 will be the ongoing organizational follow-through to address the results of the 2026 engagement survey. This biennial survey has been conducted since 2016, and the results of this survey help Milwaukee County leadership to better understand the workforce's connection to their work and to Milwaukee County and to improve the overall employee experience. DHR will also elevate the monitoring and measuring of critical workforce analytics, providing actionable insights to help us drive smarter decision-making and better business outcomes. Employee-focused DEI work will strengthen the commitment to equity, inclusion and collective growth by expanding the DEI Council initiatives, increasing participation of the NRG's and further embedding restorative practices and the Culture Statement into the daily work of Milwaukee County.

To advance the capabilities of Milwaukee County's people managers and to advance a culture of high performance, DHR will be incorporating people manager specific competencies into the annual review process. In addition to the six (6) core competencies, each people manager will also be assessed on three (3) additional competencies including their ability to demonstrate self-awareness, manage conflict and build effective teams. The addition of these competencies represents a continued evolution of Milwaukee County's performance management practices and recognizes the importance of people managers to the county's success.

Additional Program Details:

The following changes to FTEs are included in the 2027 budget: 1.0 FTE Data Analyst is transferred from the Director's Office to the Talent Acquisition & HR Operations service area within DHR.

The Employee Engagement Survey is a biennial survey, and no data is available in odd numbered years.

Strategic Program Area: Employee Relations

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	1,829,103	1,619,886	1,635,543	1,675,696	40,153
Revenues	0	0	0	0	0
Tax Levy	1,829,103	1,619,886	1,635,543	1,675,696	40,153
Full Time Pos (FTE)	21.00	21.00	21.00	21.00	0.00

What We Do With It: Activity Data

Activity	2024 Actual	2025 Actual	2026 Target	2027 Target
Number of Workplace Investigations completed by DHR staff	33	36	35	30

How Well We Do It: Performance Measures

Performance Measure	2024 Actual	2025 Actual	2026 Target	2027 Target
Turnover Rate - Non Retirement Separations divided by Full-Time FTE Count	11%	12%	10%	10%

Strategic Overview:

The Employee Relations team provides strategic guidance and partnership to employees, leaders, and people managers across Milwaukee County. We are committed to fostering a fair, respectful, and productive work environment by supporting positive and collaborative relationships between Milwaukee County and its employees. Our goal is to actively listen, seek understanding, and identify solutions that support employees while balancing managerial needs and organizational responsibilities.

With more than 370 years of collective human resources experience across our team of 20, the Employee Relations Division delivers leadership coaching, employee support, and performance management guidance – among other services – that strengthens organizational capability and encourages ongoing employee development. We design, implement, and maintain employee-centered policies that elevate the overall employee experience. Our work promotes best practices that mitigate risk and advance Milwaukee County's vision of becoming the healthiest county in Wisconsin. Through these efforts, we cultivate a respectful and equitable workplace where employees are equipped and empowered to thrive. Through the following efforts, the Employee Relations Division continues to serve as a trusted advisor that aligns people strategies with the county's vision:

- Partnering with leaders and people managers to provide thoughtful coaching and guidance on complex employee relations matters,
- Conducting fair, thorough, and timely workplace investigations that support trust and accountability,
- Promoting consistent, equitable performance management practices that reinforce employee development and organizational expectations,
- Working collaboratively with the Office of Corporation Counsel (OCC) to proactively address and reduce risk,
- Resolving workplace issues through effective conflict resolution, facilitated dialogue, and practical problem-solving approaches,
- Overseeing labor relations functions and leading collective bargaining efforts that strengthen relationships with represented employees and support shared organizational goals.

Strategic Implementation:

Efforts toward strategic implementation are demonstrated in every interaction and every project we advance. Our work reflects our commitment to excellence, accountability, and equity - ensuring every employee has the resources and support needed to thrive and contribute meaningfully to Milwaukee County's vision.

Below are key initiatives that will be implemented or enhanced in 2027, each designed with a clear and measurable outcome:

Strengthen transparency and clarity through effective communication to reduce conflict, increase collaboration, and ensure employees, leaders and people managers understand expectations,

Enhance coaching and guidance for leaders and people managers so they can address employee relations matters promptly and effectively improving employee engagement, reducing turnover, and ensuring compliance,

Keep equity at the forefront of all employee-related decisions to maintain a high-performing, inclusive workplace and further advance the county's vision,

Enhance the Employee Relations website to provide employees, leaders, and people managers with accessible, centralized resources that strengthen their ability to support their teams,

Support people managers in applying the 2026 leadership competencies - Manages Conflict, Builds Effective Teams, Demonstrates Self-Awareness - by ensuring they understand the expectations, can identify competency-based behaviors, and receive coaching aimed at successful performance,

Promote psychological safety among employees to increase morale, deepen engagement, and ensure employees feel supported to perform at their best. We believe our work must include:

Evaluating leadership capability and providing development resources to build stronger, more supportive leadership practices,

Implementing solutions that reinforce trust, consistency, and supportive leadership behaviors to create psychologically safe team environments,

Developing clear pathways for employees to raise concerns without fear that increases reporting, early intervention, and resolution of workplace issues.

The Employee Relations Division helps create an environment where both employees and leaders can do their best work. Our daily efforts and long-range projects demonstrate our commitment to strong communication, effective leadership, equity, and employee well-being. As we move into 2027, we will expand resources, strengthen support systems, and provide consistent guidance so concerns can be raised safely, and leaders are better equipped to support their teams. These efforts aim to build a healthier, more engaged, and more productive workforce aligned with Milwaukee County's vision.

Additional Program Details:

For Turnover, the percentage is non-retirement separations divided by employee count of full/part-time staff not including contingent (hourly, temporary, seasonal, intern) staff.

Strategic Program Area: Talent Acquisition and HR Operations**Service Provision:** Administrative**How We Do It: Program Budget Summary**

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	1,426,104	1,211,511	1,387,056	1,433,043	45,987
Revenues	0	0	0	0	0
Tax Levy	1,426,104	1,211,511	1,387,056	1,433,043	45,987
Full Time Pos (FTE)	11.00	12.00	12.00	13.00	1.00

What We Do With It: Activity Data

Activity	2024 Actual	2025 Actual	2026 Target	2027 Target
Applications Processed	40,116	38,681	43,500	41,500
Background Checks	2,154	1,972	2,000	2,000
Job Requisitions	1,991	2,112	1,900	1,950
New Employees Oriented	854	703	1,000	1,000
Open Records Request	270	280	250	300
Pre-Employment Health Screens/Drug Tests	819	1,180	1,000	600

How Well We Do It: Performance Measures

Performance Measure	2024 Actual	2025 Actual	2026 Target	2027 Target
Cycle Time (Days)	68	67	65	65
Racial Diversity in Manager Applicant Pools (Minimum Percentage of Target Numbers)	64.0%	58.0%	68.0%	50.0%

Strategic Overview:

Through strategic partnerships and collaborations with hiring managers, the Department of Human Resources (DHR) Talent and Operations teams identify, engage, support and recruit the needed talent to envision Milwaukee County's mission of public service. The Talent Acquisition (TA) team is focused on creating and building a comprehensive outreach plan that develops relationships with and hires, the best possible talent to serve the community and carry out the services provided by Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering applicant performance tests, and providing a diverse and qualified candidate pool to department heads and hiring managers. The DHR Operations team provides key strategic functions that serve the workforce of Milwaukee County. DHR Operations coordinates and facilitates the weekly New Employee Orientation, which is a critical step in welcoming new employees. Other workforce operations include preemployment activities, managing public inquiries, and processing and responding to open records requests.

Strategic Implementation:

In 2027, the TA team will continue to optimize and scale the Hiring Event model, with an emphasis on operational efficiency, enhanced coaching and mentoring for hiring authorities on best practices, and a strong focus on improving the candidate experience. These efforts will support the county's strategic objective of being recognized as an employer of choice. Key initiatives for the year include:

Youth Workforce Development: Launching targeted workshops to equip young individuals with essential job readiness skills, including resume development and interview preparation,

Employer Branding: Strengthening the county's 'Changemaker' employee brand through integrated social media and digital marketing strategies to increase visibility and engagement with top talent,

Talent Acquisition Toolkit: Developing and deploying a comprehensive toolkit to support hiring managers and streamline recruitment processes,

Diversity Recruitment: Expanding outreach strategies with a goal to increase the diversity of the applicant pool by 15% in 2027,

Requisition Management & Retention: Reducing the number of open job requisitions by effectively filling vacancies and enhancing new hire retention through improved onboarding and candidate matching.

Through these initiatives, the TA team will drive impactful workforce outcomes and ensure alignment with the county's broader talent and inclusion objectives.

Additional Program Details:

The following changes to FTEs are included in the 2027 budget: 1.0 FTE Data Analyst is transferred from the Director's Office to the Talent Acquisition and HR Operations service area within DHR.

Strategic Program Area: Organizational Learning & Culture**Service Provision:** Administrative**How We Do It: Program Budget Summary**

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	574,708	434,622	832,831	758,785	(74,046)
Revenues	0	0	0	0	0
Tax Levy	574,708	434,622	832,831	758,785	(74,046)
Full Time Pos (FTE)	5.00	5.00	6.00	6.00	0.00

What We Do With It: Activity Data

Activity	2024 Actual	2025 Actual	2026 Target	2027 Target
Leadership Excellence/ Management Development Programs (MDP) - BIPOC Participation	270%	30%	50%	60%
Leadership Excellence/ Management Development Programs (MDP) - Female Participation	73%	74%	75%	76%
Training Courses Completed – Instructor Led	61	77	70	75
Training Participants – Instructor Led	1,314	1,000	1,450	1,500
Training Participants – Online	1,000	1,400	1,500	1,600

How Well We Do It: Performance Measures

Performance Measure	2024 Actual	2025 Actual	2026 Target	2027 Target
Mandatory Training Compliance (minimum Percentage of Target Numbers)	91%	82%	92%	95%
Overall Program Satisfaction Leadership Excellence Program - Course (Minimum Percentage of Target Numbers)	95	95	96	97
Overall Program Satisfaction Leadership Excellence Program - Instructor (Minimum Percentage of Target Numbers)	98	98	98	98
Overall Program Satisfaction Management Development Program - Course (Minimum Percentage of Target Numbers)	91%	91%	92%	95%
Overall Program Satisfaction Management Development Program - Instructor (Minimum Percentage of Target Numbers)	98%	95%	98%	98%

Strategic Overview:

Organizational Learning and Culture (OLC) combines Learning & Development, and Diversity, Equity and Inclusion to provide a unified service area that strengthens Milwaukee County's workforce, culture, and organizational effectiveness. This area delivers high-quality learning, workforce development and retention, and culture-building initiatives that support employee growth and advance Milwaukee County's vision for racial equity.

Organizational Learning and Culture works to build a connected, community-minded, and inclusive workforce through programming, education, and consistent culture-setting across departments. The team promotes equitable workforce practices, provides accessible development pathways, and supports employees and leaders in developing the skills needed to succeed and advance.

Key services include coordinating and facilitating online learning, classroom training, certificate programs, and department-specific development needs. The team administers the Learning Management System (LMS), which houses hundreds of learning opportunities available to all employees. Additionally, OLC offers employee engagement opportunities such as our Network Resource Groups and Diversity, Equity and Inclusion Council, and leads operationalizing Milwaukee County's Culture Statement. These efforts enhance employee engagement, retention, and organizational performance, while supporting positive and inclusive culture change across Milwaukee County.

Strategic Implementation:

In 2027, Organizational Learning and Culture will continue its integrated strategy to build a skilled, equitable, and inclusive workforce through coordinated learning, culture, and inclusion initiatives. The team will partner closely with department leadership to refine and expand upskilling and development programs grounded in the Management Development Program (MDP), Leadership Excellence (LEX), and Milwaukee County's Diversity, Equity and Inclusion education framework. These initiatives will strengthen leadership competencies, deepen cultural awareness, and support continuous improvement in organizational performance.

A key new initiative for 2027 will be the launch of an executive-level leadership cohort program. This program will focus on building advanced competencies in workplace culture, strategic communication, and inclusive leadership. The cohort will support senior leaders in modeling county values, strengthening alignment with the Culture Statement, and enhancing their ability to lead diverse teams effectively.

Organizational Learning and Culture will continue expanding the course catalog within the LMS by increasing access to online learning pathways, compliance modules, role-specific courses, and DEI-aligned development offerings. Collaboration with subject matter experts (SMEs) will ensure that instructional content equips employees and people managers with the knowledge and tools needed for workplace safety, regulatory compliance, effective system utilization, and strong workforce engagement.

Culture and Inclusion programming will continue to build employee capacity to embed equity principles into daily work and decision-making. This will include expanding racial equity trainings, offering department-level culture-building sessions, and delivering programming that strengthens Milwaukee County's commitment to fostering a connected, community-minded, and inclusive workforce.

Network Resource Groups (NRGs) will remain vital contributors to employee belonging and engagement. Organizational Learning and Culture will support NRGs in providing peer connection, leadership development opportunities, cultural education, and employee feedback that informs countywide workforce strategies.

The DEI Council will continue to serve as a cross-departmental advisory body, guiding policy review through an equity lens, supporting organizational culture priorities, and ensuring alignment with Milwaukee County's strategic equity goals. Close partnership with the Council will help sustain progress and accountability in advancing equitable and inclusive practices.

Operationalizing Milwaukee County's new Culture Statement will be a central focus in 2027. Organizational Learning and Culture will develop training, communication tools, and department-specific implementation strategies to help leaders and employees understand expectations and intentionally integrate the Culture Statement into daily operations. These efforts will reinforce shared values, behavioral norms, and consistent cultural practices across departments.

Employee retention will remain a key priority throughout 2027. The service area will advance retention by expanding development pathways, strengthening leadership capability-building, and supporting inclusive departmental cultures. By improving access to growth opportunities, promoting equitable practices, and enhancing the overall employee experience, Organizational Learning and Culture will contribute to workforce stability, reduced turnover, and long-term organizational sustainability.

Through these combined initiatives, Organizational Learning and Culture will advance organizational effectiveness, employee engagement, and a strong foundation of equity and culture across Milwaukee County.

Strategic Program Area: Total Rewards**Service Provision:** Administrative**How We Do It: Program Budget Summary**

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	1,033,987	965,478	1,152,658	1,128,453	(24,205)
Revenues	0	0	0	0	0
Tax Levy	1,033,987	965,478	1,152,658	1,128,453	(24,205)
Full Time Pos (FTE)	11.00	11.00	11.00	11.00	0.00

What We Do With It: Activity Data

Activity	2024 Actual	2025 Actual	2026 Target	2027 Target
Customer Service Calls	3,927	5,936	4,000	6,000
Customer Service Emails	11,500	16,900	9,000	10,000
Life Status Events Processed	2,376	1,520	2,200	2,000
Position Action Forms Approved	3,573	4,275	800	5,200
Positions Reclassed/Reallocated	110	58	100	30

How Well We Do It: Performance Measures

Performance Measure	2024 Actual	2025 Actual	2026 Target	2027 Target
Response to Initial Benefit Inquiries within 1 Business Day	99%	99%	98%	99%
Unique Position Titles	1,026	978	775	725
Unique Salary Ranges	561	78	60	78
Wellness Participation	72%	70%	70%	75%

Strategic Overview:

Employee Benefits and Compensation operate within the established unified Total Rewards Division, supporting a coordinated and strategic approach to employee benefits, compensation, wellness, and workforce planning. The Total Rewards Division plays a critical role supporting Milwaukee County's ability to attract, retain, and support a high-performing workforce through competitive, equitable, compliant, and financially responsible programs.

Benefits Administration:

The Benefits area of the Total Rewards Division administers all non-ERS pension benefit programs for active employees and retirees, including:

Medical and prescription drug coverage,
 Dental and vision coverage,
 Supplemental disability coverage,
 Wellness programs,
 Workplace clinic access,
 Leave and absence coordination.

Core responsibilities include benefit plan design, regulatory compliance, enrollment administrative management, and ongoing employee and retiree support, data audits, and fiscal oversight. These activities have a significant impact on Employee Fringe Benefits and require ongoing coordination with Finance, Payroll, HR, Procurement, Corporation Council and external benefits partners.

In 2027, The Total Rewards Division will continue to focus on balancing employee access and affordability with the county's long term financial sustainability. This includes monitoring medical and pharmacy trend, evaluating utilization patterns, supporting vendor accountability, and identifying opportunities to improve health outcomes and managing overall plan cost.

Pharmacy Benefit Strategy:

Milwaukee County continues to partner with RxBenefits and OptumRx to support pharmacy and benefit administration and cost management. The pharmacy program remains a key focus area due to the continued pressure from specialty medications, chronic condition management, and increased utilization of high-cost drug categories.

RxBenefits supports the County by:

- Providing enhanced pharmacy member support,
- Assisting with prescription cost management,
- Supporting rebate optimization,
- Improving pharmacy-related employee experience,
- Helping identify opportunities for clinical and financial review.

In 2027, the pharmacy strategy will continue to be a major area of focus as Milwaukee County evaluates cost drivers, rebate performance, employee access, and opportunities to manage pharmacy spend without creating unnecessary disruption for members managing chronic conditions.

Workplace Clinics:

Milwaukee County's clinics are now fully operational and continue to serve as an important part of the county's employee health strategy. The clinics provide convenient, no-cost access to care for employees and covered family members, supporting preventive care, early intervention, and reduced reliance on higher-cost care settings when appropriate.

Clinic locations include:

- Vel R. Phillips,
- Milwaukee County Courthouse,
- Wilson Senior Center.

Since opening in late 2024, the clinics have experienced steady growth in utilization and employee engagement. Through March 2026, the clinics have provided more than 1,780 patients visit, with utilization increasing significantly following expanded eligibility for spouses and dependents in September 2025.

Recent utilization highlights include:

- More than 1,780 total clinic visits since program launch,
- Record monthly utilization of 217 visits in February 2026,
- Average utilization of approximately 176 visits per month during the most recent six-month period,

Approximately 99% of clinic visits are from individuals enrolled in the County's medical plan, allowing clinic utilization to directly impact the County's healthcare spending,

Vel R. Phillips remains the most utilized clinic location, accounting for approximately 54% of all visits.

Services currently include:

Primary and preventive care,
Blood pressure and medication management,
Respiratory illness treatment,
Biometric screenings,
Referrals to primary care and specialty providers,
Employee health education and navigation.

In 2026, the clinic program expanded to include virtual visit capabilities, providing employees with additional flexibility and access to care through phone and video appointments. The county is also exploring future enhancements including occupational health services, expanded vaccination offerings, and additional preventive care services.

The clinics represent a relatively small portion of Milwaukee County's overall healthcare spending, with annual operating costs of approximately \$900,000 compared to roughly \$63 million in annual medical claims. As utilization continues to grow, the clinics provide an opportunity to improve employee health outcomes, enhance access to care, and reduce reliance on higher-cost care settings such as urgent care centers and emergency rooms.

The Workplace Clinics are proving to be a cost-effective, high-value enhancement to employee healthcare, supporting the county's vision of becoming the healthiest county in Wisconsin.

Wellness and Employee Engagement:

Milwaukee County continues to invest in wellness as part of its broader Total Rewards strategy. Through its partnership with WebMD Health Services, employees have access to a comprehensive wellness platform designed to support physical, emotional, and financial well-being.

In 2026, the Total Rewards Division is pursuing a multi-year extension of its wellness partnership with WebMD through 2029, ensuring continued access to wellness resources while expanding opportunities for employee engagement and health improvement.

The StriveMKE wellness program continues to demonstrate strong participation and measurable health outcomes. During 2025:

More than 2,100 employees registered for the wellness platform,
Nearly 1,800 employees completed the annual health assessment,
Approximately two-thirds of registered participants completed the full wellness incentive (including a visit to a primary care physician),
Participants averaged five portal visits annually.

Among a two-year participant cohort of 1,385 employees, the program demonstrated measurable improvements in overall health and well-being, including:

5.2% improvement in overall health risk status,
3.5 % reduction in average health risk status,
2.4% reduction in weight-related risk,

8.0% reduction in depression risk,
6.1% reduction in anxiety risk,
5.9% reduction in stress risk.

The wellness program also provides valuable insight into employee health trends. The most prevalent health risks identified among participants continues to be weight management, nutrition, and physical activity, helping guide future wellness, clinic, and benefit strategies.

Current wellness offerings include:

Online wellness portal and health resources,
Health assessments and personalized wellness tools,
Health coaching programs,
Tobacco cessation support,
Wellness challenges and engagement campaigns,
Wellbeats digital fitness platform,
Educational webinars and wellness programming.

As part of the renewed agreement, Milwaukee County is looking to expand available wellness resources by adding:

Up to four live health and wellness webinars annually,
Group-based wellness health coaching programs,
Enhances communication and outreach support through WebMD's communication team,
Additional employee engagement campaigns and promotional materials,
Expanded digital wellness and fitness content through Wellbeats,
Additional data integration capabilities to support program administration and reporting.

These enhancements are intended to strengthen employee engagement, support preventive health initiatives, improve awareness of available resources, and further integrate wellness programming with Milwaukee County's broader health and benefits strategy.

Compensation:

The Compensation area supports Milwaukee County's talent strategy by administering competitive, equitable, comp

Strategic Implementation:

Milwaukee County's vision is "By achieving racial equity, Milwaukee will be the healthiest county in Wisconsin." Recognizing that many of the employees live, work, and play in Milwaukee County, the county is working to build policies, practices and a culture that ensures positive health outcomes for its employees and residents.

The Total Rewards strategy integrates compensation, benefits, wellness, and retirement into a single, strategic framework. Through thoughtful implementation, Milwaukee County continues its commitment to equity, fiscal responsibility, employee engagement, and becoming the healthiest county in Wisconsin.

Strategic Program Area: Retirement Plan Services**Service Provision:** Administrative**How We Do It: Program Budget Summary**

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	1,828,417	1,285,298	1,262,882	1,266,827	3,945
Revenues	0	0	0	0	0
Tax Levy	1,828,417	1,285,298	1,262,882	1,266,827	3,945
Full Time Pos (FTE)	18.00	18.00	18.00	18.00	0.00

What We Do With It: Activity Data

Activity	2024 Actual	2025 Actual	2026 Target	2027 Target
Group Education Events & Sessions	22	22	24	20
Individual Member Counseling	169	121	150	120
Member Contacts	19,982	17,427	20,000	15,000
New Retirees Receiving Benefits	182	131	150	130
Number of Retirees Receiving Benefits	7,721	7,621	7,700	7,600
Percent of Active Members Attending a Presentation	13.1%	7.7%	15.0%	10.0%

How Well We Do It: Performance Measures

Performance Measure	2024 Actual	2025 Actual	2026 Target	2027 Target
Percent of Calls Answered and Completed (Peer average = 96.3%)	77.0%	83.0%	95.0%	95.0%
Turnaround Time for Pension Estimates (in Days) Peer average = 12 days	82	72	28	28

Strategic Overview:

Retirement Plan Services (RPS) administers Milwaukee County's two (2) legacy defined benefit pension plans under the direction of the 10-member Milwaukee County Pension Board. The two (2) pension systems are The Employees' Retirement System (ERS) and the Omnibus Budget Reconciliation Act 1990 Retirement System (OBRA). RPS does not administer the Wisconsin Retirement System (WRS) which covers eligible employees hired after December 31, 2024.

In order to serve the needs of the 18,000 members of ERS and OBRA, the RPS team includes an information technology and systems function, a customer service function, a fiscal function, an auditing function, and a communications function.

The team has the following responsibilities:

- Pension plan recordkeeping and administration,
- Issuing approximately \$15 million in payments each month (pension contribution withdrawals and monthly pension payments),
- Member communication and education (i.e. retirement counseling),
- Customer service support by phone, walk-in, fax, email, and mail,
- Perform pension benefit calculations and initiate pension payments,
- Compliance reporting, internal auditing, and policy/procedure documentation,
- Individual member accounting and investment accounting,
- Financial and tax reporting,

Maintain a pension administration system,
Maintain a member self-service site for active and retired members,
Pension Board trustee and meeting support,
Engage technical experts to provide actuarial and investment consulting services.

Strategic Implementation:

The RPS team prepares a strategic plan that balances the fiduciary responsibilities of administering the pension system and Milwaukee County's mission. The 2025-2027 RPS Strategic Plan was approved by the Milwaukee County Pension Board in January 2025. Collectively, the initiatives in the 2025-2027 RPS Strategic Plan aim to modernize operations, enhance service quality, and ensure long-term organizational sustainability.

Key initiatives in the plan center around digital transformation and communication, including reducing reliance on paper through expanded e-delivery options, implementing secure messaging and live chat, and enhancing member self-service tools. To support efficiency, RPS is streamlining internal processes through the digitization of records, adoption of automation technologies, and the integration of artificial intelligence to improve member communications and internal workflows.

System and data optimization efforts are also underway to improve usability and reliability of the pension administration system and self-service portal while also ensuring accurate, accessible data for both members and staff. Additionally, RPS is strengthening financial controls and reporting through improved documentation, automation of reporting functions, and upgraded accounting software to support fiscal accountability.

To improve the member experience, the team is simplifying communication channels, improving accessibility of information, and expanding both in-person and online support resources. Finally, RPS is committed to building a high-performing and engaged workforce through ongoing staff development, team-building activities, succession planning, and specialized training programs.

Given the shifting responsibility from administering an open pension plan to a closed one, RPS is focused on being responsible stewards for the remaining members in the plan. Improving the quality of pension system records, identifying efficiencies, and managing administrative costs will be primary focuses in the near term.

Additional Program Details:

Per 2023 Wisconsin Act 12: January 1, 2025, was the first day newly hired employees became part of the WRS. Prior to this date, employees were enrolled in the ERS of Milwaukee County. In the coming years and decades, the membership in the ERS will decrease from its current amount of approximately 12,000 members. The OBRA retirement system is unaffected.

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