

PARTNERING UP

*A Scan of Back Office Service Sharing Possibilities
for the City and County of Milwaukee*







PROJECT SCOPE

- The report explores the potential for sharing or consolidating “back office” services between the city and county. These types of services were selected for study because efforts to share or consolidate them should not be noticeable to the general public and should not require deliberations with municipal leaders.
- Phase I – released in November – was a broad scan of back office services that are common to both governments; it assesses service sharing potential for each and cites those deemed most promising for sharing or consolidation.
- Phase II will analyze 3 to 6 of those promising opportunities, providing a blueprint for both governments to implement shared or consolidated services frameworks in each area if so desired.

SCORING THE FUNCTIONAL AREAS

























Assessment of Service Sharing Potential: Facilities Management

FACTOR	RATING
Similarity/Lack of distinct specialization	
Potential for both personnel and operational efficiencies	
Major challenges (e.g. HR, IT, capital needs) that might benefit from sharing	
Potential for efficiency via centralization	

INITIAL ASSESSMENT

Area		Similarity	Personnel / Operational Efficiencies	Major Challenges	Efficiency via Centralization	Overall	Next Steps
1	Audit					No	
2	Payroll					Yes	Some level of combination – from software through processes to operations and staff
3	General Accounting					No	
4	Fiscal & Budget					No	
5	Procurement					Yes	Joint certification, overall targeted business enterprise strategy
6	HR / ER					Maybe	Collaboration on a joint program such as apprenticeship
7	Benefits Administration					Yes	Wellness and wellness clinics
8	IT					Maybe	Help Desk, unified call center, open data
9	Fleet Management					Yes	Space, small engines/mowing, recruitment & retention
10	Facilities Management					Yes	Contracts for custodial, security services, training, recruitment of skilled trades, facilities planning

PRIORITY AREAS FOR FURTHER ANALYSIS

FACTOR	SIMILARITY	POTENTIAL EFFICIENCIES	COMMON MAJOR CHALLENGES	CENTRALIZATION BENEFITS
Central Payroll				
Wellness				
Procurement				
Facilities Management				
Fleet Operations				
Mowing				

WHAT'S NEXT?

- Subsequent to a meeting with the Mayor and County Executive in December and further discussions with staff, WPF has begun a deeper analysis of wellness and mowing services.
- We also plan to dig more deeply into various aspects of facilities management and fleet management and go deeper on one or two of those.
- We hope to report out the results of these “deeper dives” by late summer or early fall, though reporting might come earlier if we submit them one at a time.