

Milwaukee Modernization Initiative

(Phase II of Operation Excellence)



Milwaukee County Modernization Initiative

□ What is it?

- A new approach to the delivery of benefits that significantly reduces the need for face-to-face service
 - Technology
 - Partnerships
 - Convenience & Self-Sufficiency

- Based on a model implemented throughout the state of Florida

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Why Modernize?

□ Challenges

- Food share, Medical Assistance, and Child Care cases in Milwaukee County are at all-time highs.
 - Total Milwaukee County unduplicated caseload is **99,610**
 - **61,004** Food Share Cases
 - **79,148** Medicaid Cases
 - **18,530** Child Care Cases
 - **8,063** W-2 Cases

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Why Modernize?

□ Challenges

- The Economic Support Division (ESD) has historically operated within a model that is extremely dependent upon processing paper and face-to-face contact.
- On average, ESD provides face-to-face service to:
 - Over 7,000 customers seeking recertification per month
 - Over 2,400 new applicants per month



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Why Modernize?

□ Challenges

- ESD primarily serves a working population
 - Multiple visits to the agency
 - 2 or more hours each visit
 - Missing work
 - Discouraged in applying



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How do we Modernize?

- Face-to-Face Waiver from FNS
- Web-based Application
- Multiple Access Points Through Community Partners



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What were Florida's results?

- ❑ Simplified application/recertification process
- ❑ Reduced customer walk-in traffic
- ❑ Increased community access points by 1500%
- ❑ Reduced staffing level by 43%



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□ Opportunity

- Fundamental shift in the service delivery model
- Rare opportunity in public service
 - More successful operation of the program
 - More convenience for the customer
 - Cost savings (resource re-allocation)



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□ Partnerships

- We need partners who have:
 - A vested interest in our success
 - The resources to help in the process

A New Service Delivery Model



Milwaukee County Modernization Initiative: *A New Service Delivery Model*

Current Model:

- Requires customers to apply in person at one of two locations: Coggs or Robles
- Allows customers to maintain an on-going case at one of these two locations



Milwaukee County Modernization Initiative: *A New Service Delivery Model*

New Model:

- Apply for initial benefits at the Robles Intake Center.
- Receive continued case maintenance at the Coggs Recertification Center.
- Both locations will offer customers the opportunity to apply on-line, by phone, mail, and face-to-face, with emphasis on utilizing the on-line and phone process.



Milwaukee County Modernization Initiative: *A New Service Delivery Model*

Capacity

Current Model:

Between Coggs and Robles, ESD has the capacity for:

- 165 new applicants/walk-in customers per day
- 380 scheduled customers per day
- Very limited appointments for rescheduling during normal business hours
 - 30% No-show rate



Milwaukee County Modernization Initiative: *A New Service Delivery Model*

Capacity

New Model:

- With separate intake and recertification centers at Cogg and Robles, *and* uniform start and end times for staff, ESD has the capacity to:
 - Process an additional 90 customers/day, or 1,800-1,900 customers/month
 - Provide rescheduling during normal business hours, instead of after-hours overtime projects



Milwaukee County Modernization Initiative: *A New Service Delivery Model*

Resources

New Model:

- The new structure will allow us to reallocate resources to areas of greater need, such as:
 - 1 On-call supervisor
 - 4 additional ESS's in the Call Center
 - 5 ESS's for the W-2 regions
 - Eventually provide additional staffing in the Verification Center and the Customer Service Unit



Milwaukee County Modernization Initiative: *A New Service Delivery Model*

Technology

Current Model:

- ❑ Large volumes of customers coming to ESD facilities for face-to-face interviews
- ❑ Large volumes of paper processed in the Verification Center
- ❑ Large volumes of calls to the Call Center
- ❑ Complaints about poor customer service and unprofessional behavior



Milwaukee County Modernization Initiative: *A New Service Delivery Model*

Technology

New Model:

- ❑ Online applications and phone reviews
- ❑ Q-Matic electronic routing system
- ❑ Verification scanning and self-service website
- ❑ Self-service phone system and call recording



Milwaukee County Modernization Initiative: *A New Service Delivery Model*

Customer Education

- Advertising Campaign
 - Radio, print ads
 - Brochures
 - Media interviews
 - Key Communications:
 - Online application
 - Recertification over the phone
 - Self-service phone line
 - New service delivery model

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Customer Education

Radio Spot



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