

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: July 7, 2022

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Isaac Rowlett, Strategy Director

Subject: Strategic Planning Update

File Type: Informational Report

This informational report provides updates regarding how Milwaukee County is advancing its strategic plan.

POLICY

This report aligns to Chapter 108: Achieving Racial Equity & Health.

Milwaukee County Code of General Ordinances:	Chapter 108: Achieving Racial Equity & Health
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BACKGROUND

This report is being submitted to the Health Equity, Human Needs and Strategic Planning (HEHNSP) Committee on a quarterly basis per the request of the former HEHNSP Committee Chairwoman, Felesia Martin, and the current Chairman, Shawn Rolland.

ALIGNMENT TO STRATEGIC PLAN

- 1A: Reflect the full diversity of the County at every level of County government
- 1B: Create and nurture an inclusive culture across County government
- 1C: Increase the number of County contracts awarded to minority and women-owned businesses
- 2A: Determine what, where, and how we deliver services to advance health equity
- 2B: Break down silos across County government to maximize access to and quality of services offered
- 2C: Apply a racial equity lens to all decisions
- 3A: Invest “upstream” to address root causes of health disparities
- 3B: Enhance the County’s fiscal health and sustainability
- 3C: Dismantle barriers to diverse and inclusive communities

This report directly aligns to all of the County's strategic objectives, as it details how each of the strategy teams are progressing to advance each of the objectives.

BODY

At the beginning of 2021, Milwaukee County established seven strategy teams to guide the advancement of each of the nine strategic objectives. Each team is made up of 5-10 representatives from across all County departments. In some cases, participants include representatives from external organizations such as municipal governments and nonprofit organizations.

The teams include the Diversity & Inclusion Team (1A & 1B), the Equitable Contracting Team (1C), the Service Alignment Team (2A & 3A), the Integration Team (2B), the Racial Equity Lens Team (2C), the Fiscal Health Team (3B), and the Inclusive Communities Team (3C).

Below are updates from each of the Strategy Teams as of July 7, 2022.

Team I: Diversity & Inclusion

The Diversity & Inclusion (1A & 1B) Strategy Team is continuing its work in developing a comprehensive Diversity & Inclusion strategy. The team has formed two subgroups to do a deep dive into Workforce Diversity: 1A (attracting talent, hiring process et al) and Workforce Inclusion 1B(organizational engagement, culture, accountability et al). The overall plan is for each subgroup to identify areas of focus and need within each specific strategy point. Additionally, guided by benchmarks set within the Milwaukee County Diversity and Inclusion Maturity Model that was created in late 2021, create plans to address diversity, equity, and inclusion in these spaces. This plan will also include a timeline of action and what needs to be done to make it a reality. The outcomes of these subgroups will form a comprehensive Diversity & Inclusion strategy that will be introduced later into 2022.

Team II: Equitable Contracting

In our previous update, the equitable contracting group identified contract inconsistencies and procedural deficiencies in key areas, such as, how and where we advertise our opportunities, to length of time solicitations are open, to outreach efforts with minority and woman owned businesses. From these discussions, we have begun to draft a contracting checklist document that we hope to have included as part of the standard contracting process before year end. This checklist would identify by contract, what efforts the issuing department and Milwaukee County used to create, advertise and award, helping to establish a standard and trusted process throughout the County.

The team is now focusing on outreach efforts to businesses and the community. We are looking to establish quarterly meetings (beginning Q3) to engage the public in our

efforts related to equitable contracting. These meetings allow for connecting with the community regarding:

- Current and upcoming contract opportunities
- Highlighting work areas where we have limited to no certified firms
- Certifications and how to become certified
- Upcoming events, seminars and training opportunities
- Introduction to County departments and leaders
- Introduction to prime contractors looking to partner with certified firms
- Community concerns and questions related to doing business with the County

Meetings would be held twice each quarter within the community (north and south side location).

Team III: Service Alignment

The Service Alignment (SA) team has worked on diverse issues to advance our strategic objectives of determining what, where, and how we deliver services in order to invest upstream to address the root causes of racial disparities and advance racial equity. Some sub-projects that our team worked on in 2022 include:

1. Align the service inventory collection process with the annual budget process – this will enable continuity of data collection and presentation in order to showcase resource usage.
2. Select a framework to group County services – the County Health Rankings and Ramsey County framework are shortlisted.
3. Identify a department to serve as a prototype to:
 - a. showcase work done in-house
 - b. demonstrate impact on community
 - c. collaborate with other community partners to present data

The Housing department was selected for this purpose, and an individual within the department was identified to serve as a subject matter expert.

Given the increasing alignment between the efforts of the Service Alignment team to reimagine service delivery across the county and the work of the Integration Team to implement these changes, we have decided to combine these teams. Moving forward, this combined team will oversee a contract with a 3rd party to do three things:

1. Provide an external analysis of county services
2. Develop/refine a shared framework for prioritizing county services
3. Recommend future state of Milwaukee County to optimize delivery of high-priority services

Team IV: Integration

The strategy team (Integration Team) for the strategic focus area 2B was charged with the objective of “breaking down silos across County government to maximize access to and quality of services offered.” The team continues to be focused on the County’s organizational structure as a main way to enable us to achieve our vision. As we started

2022 there were many changes that went into effect as a result of the work the team took part in (e.g. creation of the Office of Strategy, Budget, and Performance and expanding the scope of the Office of African American Affairs to the Office of Equity). There were several recommendations provided by third party consultants and the Integration Team's work that have not advanced. More information was needed in order to make an informed decision. Over the last several months the team has been conducting stakeholder interviews, risk assessments, cost benefit analyses, and environmental scans.

The Integration Team also continues to look beyond the structure to identify ways to breakdown silos and has discussed collaborating with other teams in an effort to further expand the work.

Team V: Racial Equity Lens

The 2C Strategy Team, tasked to "Apply a racial equity lens to all decisions", has developed a process to conduct a countywide Racial Equity Census to evaluate the County's ecosystem of equity initiatives, support racial equity capacity building across departments and strategic plan strategy teams, and help ground the implementation of strategies to strengthen internal racial knowledge and infrastructure. The team will work with the County's Office of Equity to administer the racial equity census and support the development of racial equity guidance and technical assistance tools to drive the County's efforts to become a more equitable and anti-racist institution.

Team VI: Fiscal Health

Due to the scale of the County's fiscal challenges, the Fiscal Health Strategy Team recommends placing focus on numerous efforts to enhance the County's fiscal sustainability. Following are updates on numerous areas of focus from the Fiscal Health Strategy Team.

- *Sales Tax:* The Fiscal Health Team is supporting efforts to advocate for the 1% sales tax increase as an option for stabilizing the County's finances and for raising revenues to meet the scale of the County's needs. County leaders continue to have productive discussions with state legislators, community leaders, and external partners to generate support for action during next year's legislative session.
- *Pension:* Recommendations of the Retirement Sustainability Task Force are being examined regarding the future state of the pension system.
- *Health Care:* In June 2022, the County Board approved a proposal to build three new health clinics for Milwaukee County employees to utilize. Onsite health clinics can improve employees' use of preventive screenings, immunizations, and services that they might not otherwise get. Having an onsite health clinic will also reduce unnecessary visits to Urgent Care or the Emergency room. Between decreased urgent care/emergency room visits and increased preventive care, Milwaukee County could see a drastic decrease in medical claims. In addition, the average cost per visit at an on-site clinic is significantly less than the average

cost to visit a primary care provider. Having a clinic at three of the highest trafficked locations for employees would eliminate the most common barriers of accessing health care, including but not limited to; transportation, childcare, and ability to take time off to go to the doctor.

- *Capital Infrastructure:* The updated five-year capital plan will be used as an updated base for evaluating infrastructure needs and addressing infrastructure maintenance backlogs.
- *Grants:* The Project Management Office within the Office of Strategy, Budget and Performance has provided a report to the County Board on 2021 Grant Development Activities and Accomplishments. The report highlights process and procedures developed by the Office of Grants and Special Projects in 2021, their first year of operation. The report provides detail regarding \$122 million of grant requests that were made in 2021, \$41 million of grant awards, and additional grant applications pending. These grant awards support Milwaukee County's strategic objective to increase upstream investments. The 2021 grant report has been referred to the Intergovernmental Relations Committee.

Team VII: Diverse & Inclusive Communities

Since the last update, the 3C strategy team has transitioned to established workgroups to advance the prioritized initiatives in an effort to achieve three stated objectives. The workgroups will report progress back to the full committee during the quarterly committee meetings.

Three (Cali, Aaron, Donna) workgroup leaders were identified to lead the initiative to actualize the influence of the county in policy, funding, and resource allocation decisions to support equity. Workgroup efforts include the creation of a framework for policy level change and deep dive asset mapping around policy, funding and resource allocation related to: housing, transportation, research, and connections/relationships. The larger committee will provide equity insight and lens in current projects, future opportunities, and TIF districts more generally, as well as coordinate with municipalities and other departments across the County to write identified proposals, including: Flexible Mobility Initiative, Commuter Rail Project and Affordable Housing.

Two leaders (Cali and Aaron) were identified to define and frame influence, as well as build a stakeholder network and organizing efforts, public engagement efforts, and a collaboration process. They will consider exploring ARPA public engagement taskforce.

One of the municipal elected officials (President McKaig) agreed to lead the effort to engage the ICC and received approval to address the ICC using 4 agenda items per year to provide information and tools to understand and advance equity, provide input in the equitable contracting process, and review an ICC agenda with an equity lens and offer input.

Two leaders (Leanne and Jeff) are responsible for the workgroup to create spaces and

networking opportunities for elected officials to have direct contact with County Department directors. They will explore County days throughout the County, social events following ICC meetings, direct invites to ICC members to County events, and pairing County Directors and Elected officials for a sporting event, etc.

Two leaders (Jeff and Leanne) will lead a workgroup to understand the perspectives of community leaders and residents, and clarify whose perspectives are needed. The workgroup will engage in data collection and community level engagement and work with SDC, Milwaukee Healthcare partnership, and others who are gathering community input on these issues to request access to data.

FISCAL EFFECT

The report is informational only and there is no fiscal impact.

VIRTUAL MEETING INVITES

- Margo Franklin
- Dan Terrio
- Sherri Jordan
- Lamont Robinson
- Mary Jo Meyers
- Isaac Rowlett
- Samta Bhatnagar
- Claire Miller
- Jeff Roman
- Joe Lamers
- Dan Laurila
- Leanne Delsart
- Shannon Gramann
- Heather Wolfgram

PREPARED BY:

Isaac Rowlett, Strategy Director

APPROVED BY:

Joe Lamers, Director of the Office of Strategy, Budget and Performance

ATTACHMENTS:

N/A

cc: Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors
Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk