

2023 Recommended Budget Overview

Prepared by the Office of the Comptroller
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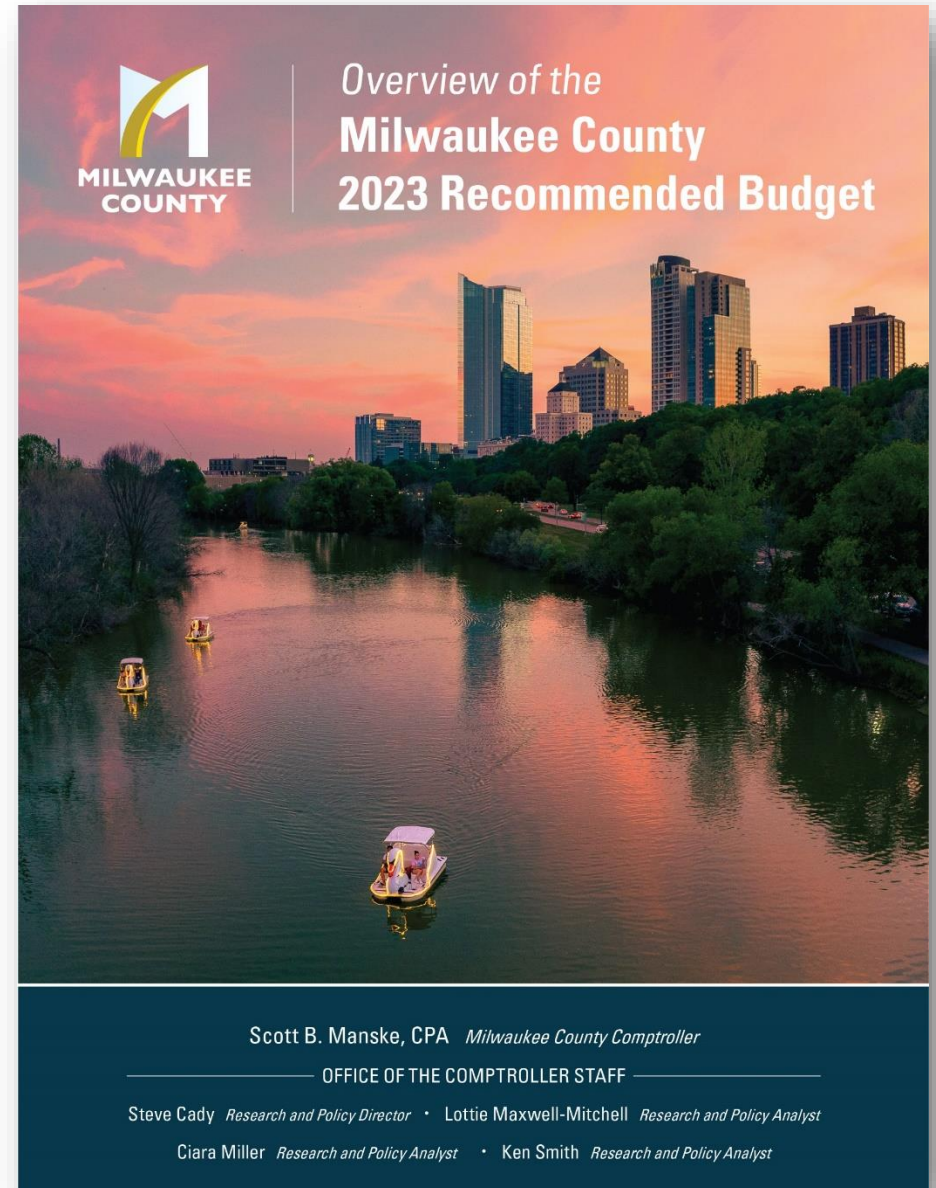
October 11, 2022



The Overview of the 2023 Recommended Budget

County Legislative
Information Center (CLIC)
under File No. 22-1040

County.Milwaukee.Gov/CLIC



Budget Gaps, Five-Year Fiscal Forecast, & Inflation

Ongoing projected
expenditure increase
~1.6% per Year

2023 Projected
Budget Gap
\$12.6M

Ongoing projected
revenue increase
~0.2% per Year

Inflation (CPI-U) for
12-month period
ending in August
8.3%



State Tax Levy Cap

Allows for change in:

Net New Construction	\$2,785,291
Change in Debt Service	\$351,643
Change in EMS Levy	\$456,171
Personal Property Aid Adj.	\$0
SEWRPC Levy Change	<u>(\$7,700)</u>
Maximum Additional Levy:	\$3,585,406



CEX Recommended Tax Levy

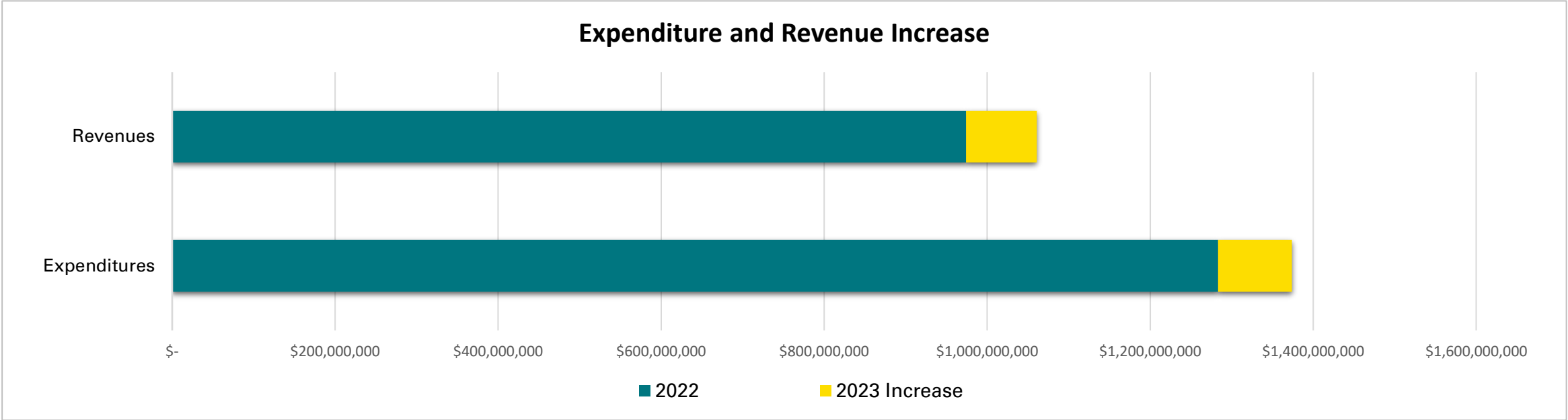
2022 Adopted Tax Levy.....	\$309,462,284
2023 Recommended Tax Levy.....	\$313,047,690
Increase from 2022 Adopted.....	\$3,585,406

Represents
an increase of
1.16%

Recommended levy is at state tax levy limit



2023 CEX Budget Fiscal Synopsis



	Expenditures	Revenues
Total	\$ 1,373,888,661	\$ 1,060,840,971
Increase from 2022	\$ 90,498,352	\$ 86,912,946
	+7.05%	+8.92%

COVID-19 Grants to Milwaukee County

General Grants	\$260.9M
Mass Transit/Airport	\$275.4M
DHHS/BHS	\$ 94.8M
Forensic Science Center	\$ 20.0M
Courts	\$ 15.9M
Zoo	\$ 10.3M
Other	<u>\$ 2.5M</u>
TOTAL COVID-19 Grants	\$679.8M*

**awarded in 2020-2022*



Commitment to Health and Racial Equity



**MILWAUKEE
COUNTY**

Commitment to Racial & Health Equity

Budget Focus Areas

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

HEALTH & EQUITY NETWORK

ONE COUNT ONE PLAN
MILWAUKEE COUNTY STRATEGIC PLAN



POWER TO MAKE CHANGE

Who is making decisions? Who is setting the agenda and priorities?
Who is influencing the culture?

INSTITUTIONAL PRACTICES

Are policies and processes fair for all people?
Are services provided meeting needs?
Do diverse staff thrive in the culture?
Is the institution fiscally healthy?



LIVING CONDITIONS

- Do people use and have access to safe, quality:
 - Green spaces and recreation?
 - Public infrastructure and transportation?
 - Healthcare and social services?
 - Affordable housing?
- Are people financially secure?
- Do people help and support each other?



HEALTH OUTCOMES

- Are people reporting a good quality of life?
- What is the life expectancy?
- Are there differences in health based on group (for example, race and gender)?



Racial & Health Equity Focused Investment

- New position in HR to help recruit diverse workforce
- New positions in Office of Equity for community outreach
- Commitment to community health with opening of new Mental Health Emergency Center and funding of Forensic Science Center
- Renaming Community Business Development Partners the Office of Economic Inclusion



Racial & Health Equity Focused Investment for Community Reintegration Center (CRC)

- New Investments in the Community Reintegration Center (CRC) known formerly as the House of Correction
- Nine new positions including extra support for Psychiatric Social Work, Community and Family Outreach, Quality Assurance, and Operations
- Extra funding for improvements to food and lower phone charges for residents of CRC and Jail
- \$1.5M increase in contract with Wellpath to help ensure County's commitment to health care for residents of CRC and Jail. \$23.7M in tax levy to support medical and mental health services



Transit Challenge

- Some service cuts for 2023
- **\$23M** in COVID-19 funding earmarked to maintain service
- **Special COVID funding may be depleted by end of 2024**



Transit Changes



- East-West Bus Rapid Transit begins in 2023
- Changes to GoldLine, BlueLine and Routes 14 & 21 to integrate into BRT
- Service cuts on Routes 52, 92, 34, & 88 decreasing frequency by ~8 minutes.
- New Fare Collection System
- Elimination of Paratransit Taxi service due to rising costs
- Unknown impact of CBA negotiations

BHS Service Changes

- New Mental Health Emergency Center Facility in operation
- 127 FTE Reduction in staff
- \$21M more Expenditures for Community Access to Recovery Services
- BHS tax levy of \$53M is at statutory minimum
- CEX & MHB oversee BHS operations



DHHS Youth Correctional Changes

- \$7.7M increased funding for youth justice correctional charges Budget anticipates ADP of 35, up from 18 in 2022
- Savings of \$4.6M due to discontinuing charge from BHS for Wraparound services. Termination of contract for placements at Bakari Residential Care Center saves \$2M
- \$1.9M savings by eliminating or reducing contracts for youth community-based programming
- An additional \$1.7M is provided for detention center at Vel R. Phillips Youth and Family Justice Center



Parks Funding Challenges

- Five outdoor pools & aquatic centers scheduled to open next summer depending on lifeguard availability
- 17 new positions, many front-line maintenance workers
- Seasonal funding slightly higher but increased wages may not increase labor hours
- V&T is \$2.3M, up from \$900K in 2022, reducing funds to fill authorized positions
- Higher Fees generate \$237K more revenue and existing fees expected to be higher post pandemic



Employee Compensation

- 2% general raise beginning Q2
- \$3.7M for employee salary adjustments TBD after compensation study completed in 2023
- \$3/hour pay increase for Correctional Officers offset by \$2M in ARPA funding, down from \$4M



Employee Compensation

- Percent of wages funded drops to 91.0% from 91.2%
 - Excluding BHS, other departments V&T up \$5.7M
- \$1M Vacancy and Turnover budgeted centrally
 - (Down from \$2.6M)
- Rx drug rebates increase \$8.8M helping to lower cost of employee health care
- No changes to Health/Dental insurance or FSA match



Capital Improvements Budget

- 51 projects funded for total expenditures of \$197M
- General Obligation Bonding of \$108.7M = \$62.9M over self-imposed limit (Forensic Science Center)
- Sales Tax Revenues Cash Finance \$8.1M & Debt Service Reserve \$10M



Financing the Forensic Science Center

G.O. Bonds Previously Approved:	\$14.2M
G.O. Bonds in 2023 Rec. Budget:	\$62.9M
DSR Contrib. in 2023 Rec. Budget:	\$10.0M
County ARPA Contribution:	\$20.0M
State ARPA Contribution:	\$20.0M

Total Project Budget: \$127.1 M



Forensic Science Center

- \$62.9M in new G.O. Bonding recommended to be exempt from self-imposed bonding cap like \$45M authorized for Milwaukee Public Museum Building Project.
- Both projects scheduled for bonding in 2024. Year-over-Year change in the debt service tax levy between 2024 and 2025 is approximately \$12.7 million, which will continue for the 15-year life of the bonds.
- State tax levy limits *allow* the County to increase its overall tax levy to cover higher debt service costs and *require* it to be lowered when debt service costs decrease.



Capital Improvements

- **\$16.2M** for Parks and Cultural Improvements
 - **\$5.6M** for McKinley Flushing Channel
 - **\$5.5M** for North Point Parking Lot
 - **\$1.8M** for Charles Allis Museum Façade
- **\$18M** for 30 new busses offset with **\$14.4M** of Non-COVID Federal Aid
- **\$4.6M** for new Marcia P. Coggs Human Services Building for a total budget of \$42.3M
- Changes to Capital Improvements Committee (CIC) advisory recommendations can be found in Overview



Thank You!



**MILWAUKEE
COUNTY**

Office of the County Executive

2023 Recommended Budget

10/11/22



Department Purpose

- For whom does your department exist? Whom do you serve?
 - The County Executive's Office exists to serve Milwaukee County's 949,180 residents, 4,000 employees, and thousands more visitors by directing high-quality and responsive services while leading the County closer to its vision
- How does your department align to the County's vision?
 - The County Executive's office provides leadership and management of County government to advance the vision



2022 Successes

- Continued guiding Milwaukee County to advance our shared Vision of becoming the healthiest county in Wisconsin by achieving racial equity
- Continued leading the charge in elevating health and racial equity nationwide
 - More than 200 local governments have followed suit after County's 2019 declaration of racism as a public health crisis
 - We are guiding a growing number of Wisconsin counties in declaring racism a public health crisis and taking action to address it
- Continued operating seven strategy teams to advance the County's nine strategic objectives
- Launched outreach tours of business community, local municipalities, and state and federal stakeholders



2022 Successes

- Submitted a balanced 2023 budget focusing on racial & health equity, despite facing a \$12.5 million gap
- Appointed 21 women and 15 people of color to the County's Boards and Commissions in 2022
- Continued working with elected officials across Milwaukee County to advance the County's mission and vision
- Oversaw creation and implementation of strategic dashboard to track progress on key health and diversity indicators



Challenges

- Working toward a sustainable funding solution for Milwaukee County in a politicized environment
- Playing a leading role in advancing health equity without statutory authority or funding for public health functions
- Working to align departments and services across the County that have historically been siloed
- Continuing to provide effective, efficient government services while battling fiscal constraints
- Attracting and retaining a diverse workforce at all levels of county government



Strategic Focus Area Alignment

- **Create Intentional Inclusion:**

- Addition of new Diversity Recruiter in HR and \$70,000 to elevate talent acquisition efforts
- 2% wage increase for general employees, removal of 6 month waiting period for sick time, and increase in vacation allotments
- Implemented first County Paid Parental Leave program in 2022

- **Bridge the Gap:**

- Funding for Joint project with Medical Examiner, Office of Emergency Management and WI State Crime Lab for new Forensic Science and Protective Medicine facility.
- Rebranding of HOC to the Community Reintegration Center
- Opening of new Mental Health Emergency Center in 2022

- **Invest in Equity:**

- \$21 million investment in community-based mental health and substance abuse systems
- \$20 million investment in Children's Long-Term Support program
- \$45 million investment for human services campus in the heart of the community
- Expansion of the Credible Messengers program



Changes in 2023

- Personnel budget increase of \$34,204 to reflect county-wide pay increase & paid interns
 - Adds two paid intern positions to ensure there are no financial barriers for those seeking to gain invaluable public service experience
- Operational Budget increase of \$36,462 to ensure the Office of the County Executive is an effective advocate for Milwaukee County at the local, state, and federal levels



Thank You!



ONE COUNTY
ONE VISION

Questions?



ONE COUNTY
ONE VISION



**MILWAUKEE
COUNTY**

Office of Government Affairs

2023 Budget Overview

Prepared by Alec Knutson, Government Affairs Director
Emily Petersen, Milwaukee County Board Government Affairs Liaison

October 11, 2022



Department Purpose

- The Office represents a strong partnership between the Board and the Executive.
- The Office of Government Affairs' mission is to represent the interests of Milwaukee County and its residents before local, state and federal governments.
- Government Affairs staff are working to ensure the County has sufficient resources to achieve its vision.



2022 Successes

- **Move Forward MKE.** Through [Move Forward MKE](#), Office of Government Affairs has expanded our county-wide network created in support of the Fair Deal Work Group's recommendations, to a statewide coalition to secure legislation for a local option sales tax.
- **Coalition Building.** Improved relationships with key stakeholders to influence policy and achieve outcomes that further Milwaukee County's vision.



2022 Successes

- ***\$67 Million in Projects Secured***

- Federal Member Designated Projects

- \$5 million Housing Rehabilitation and First-time homebuyer funds
- \$3.85 million MCTS Bus Purchases
- \$4 million MCTS Bus Purchases
- \$2 million Medication Assisted Treatment mobile unit
- \$3 million Community Wellness Center

- State ARPA Requests

- \$20 million Center for Forensic Science and Protective Medicine
- \$13 million Juvenile Justice
- \$16 million Milwaukee County Court backlog and Public Safety



Challenges

- **State Budget.** Advocate for inclusion of Milwaukee County priorities in the biennial budget, particularly as it relates to fiscal health, by partnering with key stakeholders and statewide organizations to enhance likelihood of success.
- **Federal and State Legislative Session.** Redistricting and unprecedented turnover has generated a more partisan state and federal legislature. At the state level, it is necessary to build relationships with new members and leadership, while maintaining a solutions-focused approach to advocacy.
- **Perception.** Continue to be intentional and focused relative to our legislative efforts. Ensure external stakeholders perceive Milwaukee County as a solutions-focused and valued thought partner, while appreciating *why* achieving health, racial equity, and prosperity for everyone in our community makes Wisconsin stronger.



Changes in 2022

- Government Affairs requested a modest increase to enable department to procure contractual services that supports activities at state and federal level, specifically to secure additional resources.



Closing

- Appreciate partnership with Milwaukee County Board to enable our department's successes.
- Department will continue advocating for Milwaukee County, growing partnerships to make us more effective, and secure resources that further our strategic vision to achieve racial equity in order to make Milwaukee County the healthiest county.



Questions?





**MILWAUKEE
COUNTY**

Child Support Services

2023 Recommended Budget

Date: October 11, 2022



Department Purpose

- We exist to serve Milwaukee County families, particularly low-income families. By helping to establish paternity, set and enforce child support orders we strengthen families and help children thrive.
- Our program is federally mandated to serve children and families and receives 66% federal funding administered by the Wisconsin Bureau of Child Support.
- By strengthening families and support for children, we increase the quality of life and health of Milwaukee County residents



2022 Successes

- Completed year 2 and have started year 3 of our 5 year “FIRE”* grant for fatherhood promotion activities. Enrolled 326 with a goal of 450 fathers in year 2.

*(Family focused, Interconnected, Resilient and Essential)

- Managed 3rd year of pandemic and remote work. Family court remains primarily virtual.



2022 Successes – Continued

- Child Support Services' front desk has remained on site since courthouse reopened serving people in person.
- Peggy Dyson awarded WCSEA Worker of the Year award.
- One Child Support Services' attorney assigned to assist unrepresented litigants with child support issues each day at Milwaukee Justice Center and Marquette Legal Clinic.



Challenges

- We have the highest child support caseload of any county in the State, with over 800 cases per employee. This limits the outreach we can do and services we can provide on our cases.
- Keeping and acquiring new talent due to salary constraints.



Strategic Focus Area Alignment

- Create Intentional Inclusion: Best Practices Team gives a member from each Child Support Unit a chance to shape department policy, increased focus on cross training and internal mentoring and recruiting.
- Bridge the Gap: FIRE Grant, Children First job and parenting programs, hoping to reintroduce Child Support in Your Neighborhood at local libraries.
- Invest in Equity: We intend to explore ways to create more outreach opportunities and mediation programs, but funding is an issue.



Budget Data

Budget Worksheet	Budget 2022	Budget 2023	Change from 2022-2023
Total Expenditures	\$18,397,093	\$19,043,121	\$646,028
Total Revenue	\$16,563,182	\$16,979,005	\$415,823
Tax Levy	\$ 1,833,911	\$ 2,064,116	\$230,205



Changes in 2023

- Bringing back Child Support in Your Neighborhood program:
 - Held after hours at off-site locations, usually libraries.
 - Cases reviewed for custodial and noncustodial parents.
 - Participants receive motion packets, payment coupons, stipulations, sworn statements and payment options.
 - Referrals made to Child Support Units.



Closing

- Any final remarks?



Questions?





**MILWAUKEE
COUNTY**

S&P Rating Comparison

	Percentages	Milwaukee County	MKE	Hennepin County	MN	Allegheny County	PA	Wayne County	MI
Economy	30%	Adequate	0.9	Very Strong	0.3	Strong	0.6	Very Weak	1.5
Budget Flexibility/Reserves	10%	Weak	0.4	Very Strong	0.1	Weak	0.4	Very Weak	0.5
Budget Performance	10%	Strong	0.2	Strong	0.2	Strong	0.2	Weak	0.4
Liquidity	10%	Very Strong	0.1	Very Strong	0.1	Strong	0.2	Very Strong	0.1
Management	20%	Very Strong	0.2	Strong	0.4	Adequate	0.6	Very Weak	1
Debt	10%	Adequate	0.3	Adequate	0.3	Adequate	0.3	Strong	0.2
Institutional Framework	10%	Strong	0.2	Adequate	0.3	Strong	0.2	Strong	0.2
Rating		AA	2.3	AAA	1.7	AA-	2.5	BBB-	3.9

Scale

Very Strong	1
Strong	2
Adequate	3
Weak	4
Very Weak	5

RATING

TOTAL SCORE

COUNTY

AAA	1.7	Hennepin County
AA+	1.9	St. Louis County
AA	2.3	Milwaukee County
AA-	2.5	Allegheny County
BBB+		
BBB		
BBB-	3.9	Wayne County

Org 1950 – Employee Fringe Benefits



2023 Recommended Budget

One County, One Vision: By achieving racial equity,
Milwaukee is the healthiest county in Wisconsin

Fringe Budget Net Cost



Item	2022 Budget	2023 Budget	Change
Health Care	\$103.3	\$101.5	(\$1.8)
Pension	\$95.6	\$93.1	(\$2.5)
TOTAL	\$198.9	\$194.6	(\$4.3)

All figures presented in millions

One County, One Vision: By achieving racial equity,
Milwaukee is the healthiest county in Wisconsin

Fringe Budget Net Cost



Item	2023 Budget	Active Share	Retiree Share	Active Share %
Health Care	\$101.5	\$54.2	\$47.3	53.4%
Pension	\$93.1	\$20.4	\$72.7	21.9%
TOTAL	\$194.6	\$74.6	\$120.0	38.3%

All figures presented in millions

One County, One Vision: By achieving racial equity,
Milwaukee is the healthiest county in Wisconsin

Benefits in 2023 Budget

- Employee premiums not increasing for fifth consecutive year.
- Pension contribution unchanged at 6.1% for general employees.
- FSA maintained at \$1 to \$1 match up to \$1,000
- Vacation/Sick Pay enhancements proposed (File 22-1038)

One County, One Vision: By achieving racial equity,
Milwaukee is the healthiest county in Wisconsin



Major Health Care Budget Changes

Item	2022 Change
Medicare Part B	\$1.8M
Prescription Drugs	\$1.3M
Employee FSA*	\$0.6M
Medical Claims	\$0.5M
Health Care Admin	\$0.3M
Prescription Drug Rebates	(\$8.8M)



*Costs change due to utilization projections – no change in FSA benefit

One County, One Vision: By achieving racial equity,
Milwaukee is the healthiest county in Wisconsin

Health Care Long-Term Costs

- Long-Term Trend: Large annual health care increase
- 10-Year Trend: Slight decreases
- Retiree Health Subsidies are not included for most employees hired after 1/1/94.
- Retiree Health Care costs are “pay as you go”. The County does not set aside funds to pay for future costs like we do for pension.
 - Estimated long-term liability: \$1.3 Billion

One County, One Vision: By achieving racial equity,
Milwaukee is the healthiest county in Wisconsin



Pension Overview

- Employee Benefit Formula: Multiplier x Service Years x Final Annual Salary
 - Example: 1.6% multiplier x 30 years of service x \$60k final annual salary = \$28,800 annual benefit (+2% annually)
- Pension Funding Formula:
 - Benefits Paid = Contributions + Investments
- 7.5% rate of return assumption
- Plan is 76% funded.

One County, One Vision: By achieving racial equity,
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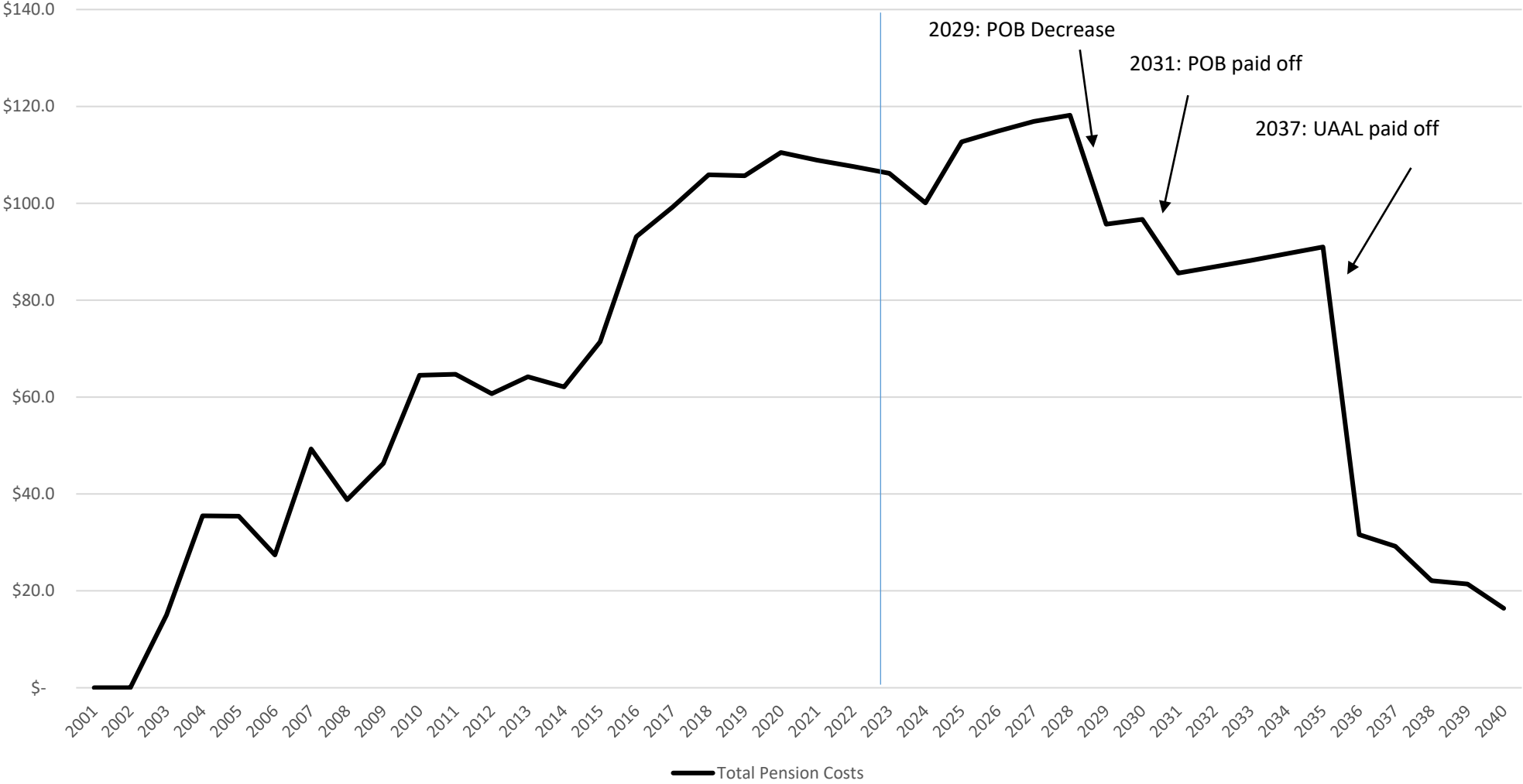
2023 Budget Pension Costs



Item	2022 Budget	2023 Budget	2022/23 Change
OBRA Retirement System Contrib.	\$203,000	\$186,000	(\$17,000)
ERS Normal Cost	\$19,575,000	\$19,870,000	\$295,000
ERS Unfunded Actuarial Liability	\$54,663,000	\$52,258,000	(\$2,405,000)
Pension Obligation Bonds	\$33,411,838	\$34,110,430	\$698,952
Premium Pay - Pension	\$539,955	\$0	(\$539,955)
TOTAL Pension Expenditures	\$108,392,793	\$106,424,430	(\$1,968,363)

One County, One Vision: By achieving racial equity,
Milwaukee is the healthiest county in Wisconsin

Milwaukee County Gross Pension Cost History/Projection



County Clerk's Office and Election Commission

2023 Recommended Budget

October 11, 2022



Department Purpose and Mission

- ❑ To support the legislative activities of the Milwaukee County Board of Supervisors and the general operations of County government.
- ❑ To administer federal, state, and local elections in a manner that fosters public trust in the accuracy, efficiency, and fairness of elections and develops public confidence in the democratic process.
- ❑ To provide the highest quality services to the public at the lowest cost to the taxpayers.



Our Customers

- County Board of Supervisors
- County Government Departments
- Citizens of Milwaukee County
- General Public



Our Departmental Divisions

- Front Office
- Legislative Services Division
- Communications Division
- Election Commission



Budget Data

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$1,013,092	\$1,171,110	\$1,258,279	\$1,272,226	\$13,947
Operation Costs	\$2,737,498	\$304,861	\$677,256	\$355,730	(\$321,526)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$60,213	\$9,213	\$0	\$0	\$ 0
Total Expenditures	\$3,810,803	\$1,485,184	\$1,935,535	\$1,627,956	(\$307,579)
Revenues					
Direct Revenue	\$2,259,715	\$298,781	\$633,751	\$495,570	\$64,649
Intergovernmental Revenue	\$248,400	\$69,008	\$0	\$45,000	\$45,000
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$2,508,115	\$367,789	\$633,751	\$540,570	(\$93,181)
Tax Levy	\$1,302,688	\$1,117,395	\$1,301,784	\$1,087,386	(\$214,398)
Personnel					
Full-Time Pos. (FTE)	17.0	19.5	18.5	18.5	0.0
Seasonal/Hourly/Pool \$	\$62,342	\$8,057	\$39,176	\$40,293	\$1,117
Overtime \$	\$4,123	\$1,091	\$0	\$0	\$ 0



2022 Successes

□ Favorable Fiscal Outcome

- Overall expenditure reduction of \$307,579
- Total tax levy reduction of \$214,398

□ Increased efficiencies across divisions

- Online front office appointment scheduling system
- Hybrid committee and Board meeting implementation
- Standing committee meeting master scheduling



2022 Challenges

❑ Decreasing revenues

- Decreasing number of customers (Marriage Licenses and Passports)
- No courthouse weddings

❑ Election Challenges

- Continuous unfounded investigations into the 2020 election
- Hostility towards election officials



Strategic Focus Area Alignment

- ❑ We commend the leadership's vision on crafting the budget through the racial equity lens.
- ❑ The Clerk's Office/Election Commission are one of the most diverse departments in Milwaukee County government.
 - Three out of four front office staff persons speak Spanish
- ❑ Equity through the ballot box:
 - Voter Education and Outreach Campaign



Changes in 2023

- It's a cost-to-continue budget
- Two elections as opposed to four
- No other major expenditure changes
- No staffing changes



Questions?



**MILWAUKEE
COUNTY**



**MILWAUKEE
COUNTY**

Office of Equity

2023 Recommended Budget
October 2022



Department Purpose



MILWAUKEE COUNTY
**OFFICE OF
EQUITY**

OOE serves to support Milwaukee County and to empower the broader community to make the County's vision, *by achieving racial equity, Milwaukee is the healthiest County in Wisconsin*, a reality.

OOE engages County residents, builds the capacity of County leaders, departments, and municipalities, and facilitates collective impact to assess and transform policies, practice, and power structures to make Milwaukee a region where every citizen is welcomed, healthy and thriving.

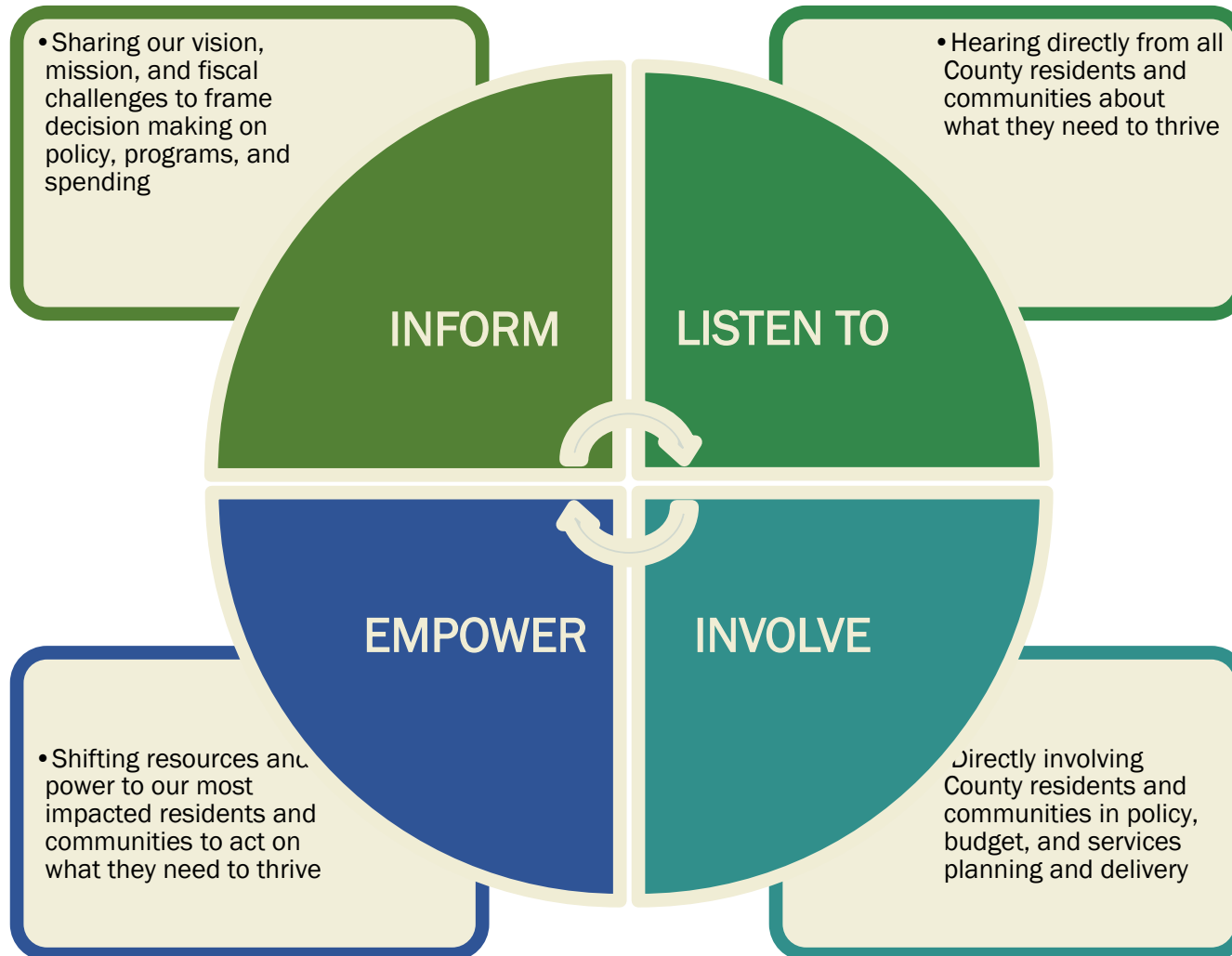


2022 Successes – Overall

- Transition of OAAA to Office of Equity
- Key staff hires – Director of Operations, AAA Program Manager, Research & Advocacy Manager, Communications Manager, Admin Support, and Executive FUSE Fellow placement
- Increased community visibility and strategic partnerships:
 - Outreach expansion to Spanish speaking and LGBTQ communities and supports to municipalities
- Focus on community engagement, ARPA outreach
 - Establishment of community engagement framework
 - Community responsive Community Support Programs
 - \$2M investment to scale community outreach efforts



Community Engagement Framework



Why this model?

- Centers racial equity and health
- Frames engagement as a tool for shared learning and action
- Increases participation of most impacted residents, communities
- Engages strategic outreach partners with established credibility in hard-to-reach communities
- Builds the leadership, organizational, and advocacy capacity of County residents



2022 Successes – Intentional Inclusion

- MKE Film Partnership
 - *Engage & Active Programming*
 - *Black Lens and Cultures & Communities Film Festival*
- Minority Business Outreach
 - *Latino Economic Unsummit*
 - *Black Business Procurement Expo*
- MKE Region of Choice Initiative
 - *Public Sector Workgroup Leader*
- Diversity Recruitment and Outreach
 - *MKE Juneteenth*
 - *Puerto Rican Family Fest*
 - *Mexican Fiesta*
 - *India Fest*
 - *MKE Bronzeville Week*
 - *Black Arts Fest*
 - *Black Arts Theater Festival*



2022 Successes – Bridging the Gap

- Support to Strategy Teams
 - *1AB, 1C, 2AB-3A, 2C, and 3C*
 - *Strategy Teams Retreat*
- Definition of Racial Equity:
 - *The just and fair inclusion of people of color in a society where everyone can participate, prosper, and reach their full health and human potential*
- Equity Assessment Project launch
 - *Racial Equity Institute*
 - *Groundwater Approach Training*
- Equity lens to ARPA outreach and decision-making, County Boards and Commissions, and ongoing COVID response and recovery activities

2022 Successes – Investing in Equity



- Focus on social determinants of health
- Strategic Community Partners
 - *Community Resilience Network*
 - *Diverse & Resilient and MKE LGBT Community Center*
 - *Northcott Neighborhood House and Harambee Community Center*
 - *VIA Community Development and Silver City-Layton Boulevard West Neighbors*
 - *Clarke Square Neighborhood Initiative*
- SDC Summit on Poverty
- We Locked In Youth Initiative
- ICC Racial Equity & Inclusion Cmt.

Strategic Focus Area Alignment

Dismantle Racism

OOE analyzes countywide policies, systems, and practices for racial equity impact

OOE examines and challenges racialized power structures across the county and regionally

Create Intentional Inclusion

OOE strengthens outreach and engagement to increase access and workforce and contractor diversity

OOE facilitates collective impact to make the County a 'region of choice' for diverse talent and families

Bridge the Gap

OOE elevates voices of most impacted communities to help define and determine service needs

OOE socializes shared language and concepts, and models practice for applying a racial equity lens in decision-making

Invest in Equity

OOE builds community capacity to strengthen the County's public health infrastructure

OOE mobilizes community-based solutions to eliminate barriers and address roots causes of poverty, disparity, and inequities

Challenges

- Slow hiring of department staff and rollout of initiatives
- High demand for guidance, supports, and TA resources from departments, municipalities, and school districts
- Minimal awareness of department role and scope within County and with external partners, residents and municipalities
- Ongoing need for additional resources for expanded outreach and community engagement efforts (across departments)
- Politicization of racial equity practice, literature, and concepts
- Disparate movement of equity efforts across county and region



Budget Data

Account Name	FY 2022 Adopted	Y 2023 Budget Request Amount
OTHER FED GRANTS & REIMB		66,159
TOTAL ARPA REVENUE		66,159
SALARIES	553,914	756,266
SOCIAL SECURITY TAXES	41,656	57,851
TOTAL PERSONNEL	595,570	814,117
ADVERTISING	5,000	50,000
MEMBERSHIP DUES	7,500	10,000
CONTRACT PERS SERV-SHORT	33,448	0
POSTAGE	500	500
PROF. SERV-RECURRING OPER	50,000	50,000
PROF. SERV.-NONRECUR OPER	189,628	31,660
ELECTRICITY	5,700	4,800
TEL AND TEL OUTSIDE VEN	4,500	6,000
PRINTING AND STATIONERY	500	500
BUILDING AND SPACE RENTAL LT	25,580	25,743
COMMUNITY OUTREACH	0	0
AUTO ALLOWANCE	2,500	2,500
EDUCATION/SEMINAR PAYM'TS	10,000	10,035
MEETINGS OTHER AUTH TRAVL	8,500	8,500
SUNDRY SERVICES	2,000	2,000
OFFICE SUPPLIES	3,500	2,500
SUNDRY MATERIALS & SUPPL	1,200	950
APPR FOR CONTING-ALLOC	0	0
COMMODITIES TOTALS:	350,056	205,688
HOC GRAPHICS	1,250	1,250
INTERST ON CAPITAL LEASES		300
	8,320	
TOTAL EXPENSES:	953,946	1,021,355
TOTAL REVENUE:		(66,159.00)
		955,196

- Requested department levy: \$955,196
 - Personnel: \$814,117 (37% increase)
 - Operations: \$205,688 (41% decrease)
- Anticipated revenue/grants
 - City of MKE: \$100,000 (AHL Project)
 - ARPA: \$2M (thru 2024)



Changes in 2023

- Addition of two full-time positions
 - Admin Coordinator
 - Info & Outreach Coordinator
 - Student interns
- Reduction in professional services and increase in advertising and community outreach spend
 - Offset by ARPA project funding through 2024
- Revenue generation opportunities
 - Training, technical assistance, and special events



Closing

- Milwaukee County is a national leader and well positioned to facilitate regional and statewide movement on health and racial equity
- OOE has built capacity to be an anchor and will focus efforts in 2023 to maximize the County's influence and resources across key social determinant of health areas
- OOE's work is not done in isolation but in coordination/partnership with various County departments, leaders, and staff
- 2023 budget allows for OOE to continue to engage and build the capacity of County stakeholders to drive social and systemic change
- Action roadmap with progress measures in development



Questions?





**MILWAUKEE
COUNTY**

Office of Corporation Counsel

2023 Recommended Budget

Margaret Daun, Corporation Counsel

Scott Brown, Deputy Corp. Counsel

Karen Tidwall, Deputy Corp. Counsel



Department Purpose

The Office of Corporation Counsel (OCC) serves as chief legal counsel to all Milwaukee County departments and elected officials. The OCC is an inclusive and pragmatic partner to our clients and the community. By providing top notch, creative, compassionate, and responsive legal services, OCC strengthens and protects the County and our community.

We are ***Client-Driven. Community-Focused.***

In executing the OCC's statutory duties, we:

- Partner with clients to problem solve through a lens of equity and inclusion.
- Continuously strive to provide outstanding client service, to reduce legal risk, and develop best-in-class practices.
- Support client priorities to efficiently and equitably allocate resources, meet budget targets, and support operations.



2022 Successes

- Under Corporation Counsel Daun, the OCC has achieved remarkable success in recruitment and retention, improved quality and sophistication of legal services that are laser-focused on practical solutions, a public commitment to equity, diversity and inclusion, and an increased profile in the community, academia, the legal sector, and government.
- The OCC's leadership team has been reinvigorated and transformed with the addition of Deputies Scott Brown and Karen Tidwall. These deputies, in partnership with entire OCC team, will lead the OCC's continued evolution and development.
- The OCC's staff continue to demonstrate remarkable professional achievement including finalizing the settlement of the Opioid Litigation, countless victories in a broad variety of matters, public awards, and the hiring of OCC staff into increasingly public leadership positions (court commissioners, deputy register in probate, and similar).



2022 Successes – Continued

- The OCC continues to provide value to the County through successful litigation and risk management.
- **Every dollar invested in the OCC provides a 3:1 return to Milwaukee County and its taxpayers** measured by cost savings relative to outside counsel, dollar efficiency in terms of workability of legal solutions, and overall risk reduction.
- This year, the OCC implemented an annual schedule of internal trainings and diversity programming for staff.
- Increased professional development opportunities for attorneys and support staff, through enrollment in professional associations and legal affinity groups at negotiated discounted rates.
- All managers have regular 1:1 meetings with their direct reports to provide constant feedback, mentoring, and coaching.



Challenges

- Too many cases still must go to outside counsel, at great cost to the County and taxpayers. Outside counsel cannot deliver legal services that equal the OCC's
 - Efficiency and effectiveness;
 - Equity commitment; and
 - Unconflicted loyalty to the County and this community.
- More attorneys = greater, more efficient service in quality and quantity and usability = massive cost savings.
- More competitive compensation = even better recruitment and retention of diverse and inclusive staff = more equity and more cost savings.
- With expanded resources, the OCC would deliver:
 - state of the art case management;
 - point in time and trend analysis of risks/costs from litigation that help identify departments in need of additional training;
 - additional client guidance/training;
 - online subject matter guides organized by subject matter;
 - publicly accessible and searchable OCC opinion database; and
 - community-facing in-person and online learning, listening, and info sharing sessions.



Strategic Focus Area Alignment

■ Create Intentional Inclusion

- The OCC seeks to recruit applicants from diverse backgrounds by partnering with various affinity groups to foster interest from a larger cross-section of applicants. Similarly, the OCC has worked with local law schools to recruit interns from more diverse backgrounds.
- Every staff member is encouraged and supported in their work with community organizations that foster inclusion across the County.
- The OCC demands that the outside firms that provide legal services to the County commit to recruitment of diverse talent and that they provide statistics that corroborate those efforts. Additionally, OCC looks to work with small and medium sized firms with diverse leadership and staffing.



Strategic Focus Area Alignment

■ Bridge the Gap

- Evaluate all legal matters through a lens of equity and inclusion.
- Rigorously analyze the relationship between our work and health disparities within the County and prioritize and calibrate our efforts accordingly. (Ex: assisting with BHS evolution, multiyear equity review).
- Challenge and partner with clients to consider equity impacts of decisions and programs.
- Have regular check-ins with our clients to ensure a thorough understanding of our clients' needs and to enhance the quality of services provided.



Strategic Focus Area Alignment

■ Invest in Equity

As a department that serves all County departments and elected officials, we

- assist clients in combatting inequities – both systemic and ad hoc – through a legal lens, informed by an across-the-county perspective (Ex: multiyear equity review);
- enhance the County’s fiscal health and sustainability by continuing to mitigate legal risks, increase operational efficiency, and by helping leaders make the best decisions;
- initiate pro-active litigation to bring funds into the County to ameliorate hazards to the community (Ex: opioid and PFAS);
- support, advise, and collaborate with clients and stakeholders on measures to break down barriers to diverse communities (Ex: open records request portal); and
- act as statewide legal thought leader regarding election processes, best practices, and equity.



Budget Data

BUDGET SUMMARY

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$1,850,818	\$2,135,633	\$2,375,247	2,409,321	\$34,074
Operation Costs	\$126,763	\$119,579	\$107,534	\$107,534	\$ 0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$1,185,655)	(\$864,966)	(\$963,730)	(905,640)	\$58,090
Total Expenditures	\$791,926	\$1,390,246	\$1,519,051	\$1,611,215	\$92,164
Revenues					
Direct Revenue	\$241,218	\$64,623	\$206,189	\$292,556	\$86,367
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	(\$226)	\$0	\$0	\$ 0
Total Revenues	\$241,218	\$64,397	\$206,189	\$292,556	\$86,367
Tax Levy	\$550,708	\$1,325,849	\$1,312,862	\$1,318,659	\$5,797



Changes in 2023

In 2023, OCC will begin implementation of an upgrade to its legal practice intake and workflow processes. An online tool will allow the OCC to capture and track all matters handled, including:

- The specific nature/practice area for each matter;
- The departments and individuals requesting services;
- Dispositions/outcomes;
- The time spent on each matter by each attorney;
- The time spent on individual departments; and
- The generation of more detailed reports.



Closing

- We are in the unique position to be not just a leader of racial equity, but a driver of positive change. Our commitment to racial equity and diversity starts with us.
- As compared to similar public law departments,
 - High production
 - Small staffed / small budget
 - Diverse
 - Pragmatic and unconflicted
- Outside counsel
 - Promoting diversity and inclusion
 - Careful attention to how outside counsel litigates / settles
 - Wisconsin General Counsel Forum analysis continues



Questions?





**MILWAUKEE
COUNTY**