

# Human Resources

Talent Management; Employee Relations; Compensation/HRIS;  
Benefits & HR Metrics; Retirement Plan Services



## 2021 Recommended Budget

**Margo Franklin** ▪ Chief Human Resources Officer

**Genaro Baez**, Talent Management/L&D

**Dean Legler**, Compensation/HRIS

**Lisa Ruiz Garcia**, Employee Relations

**Tony Maze**, Benefits/Metrics

**Erika Bronikowski**, Retirement Plan Services

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# Department Purpose & Strategic Alignment



The purpose of the Department of Human Resources (DHR) is to ensure Milwaukee County can successfully achieve the strategic plan through its employees. DHR implements and sustains programs, policies and procedures that manage the staffing, compensation, benefits and performance of all Milwaukee County employees while maintaining organizational compliance with all applicable employment laws and regulations.

In alignment with the strategic plan, DHR's recruitment, hiring, training and performance management practices are intentionally designed to create an inclusive workplace reflective of the constituents that Milwaukee County serves.

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# Strategic Focus Area Alignment



- Create Intentional Inclusion
  - Inclusive staffing programs will be deployed by DHR to strengthen racial and gender diversity representation of Milwaukee County employees at all levels of the organization.
- Bridge the Gap
  - DHR recruitment and selection programs will be updated to remove unconscious biases, creating organic opportunities to hire, promote and develop a more inclusive workforce.
- Invest in Equity
  - Through the transformation of employee compensation DHR will ensure pay equity across Milwaukee County, thus dismantling traditional barriers to opportunities.

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# 2020 Successes

- Created an enterprise-wide diversity and inclusion framework and strategy
- Refined DHR performance goals and created a DHR dashboard
- Invested in improving employee engagement by conducting an “All In” employee engagement survey
- Initiated the transformation of the Milwaukee County compensation structure
- Executed a Broad Outreach distribution of Milwaukee County jobs

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# 2020 Successes

- Transitioned in-person onboarding to a newly developed remote/virtual format
- Converted the Open Records Request (ORR) process to a fully digital format
- Developed, designed and delivered critical new trainings (e.g., *Managing in a Telework environment, Managing Diverse Teams, Building Resilience, and Microaggressions*)
- Provided continuing guidance related to Families First Coronavirus Response Act (FFCRA) to enable employees to manage COVID-19 related health concerns while still meeting departmental needs

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# 2020 Successes

- Maintained benefit plan design and plan rates
- Received WELCOA Gold Award for Outstanding Workplace Wellness and the American Heart Association Silver Award
- Initiated contract negotiations for a new pension administration system that is more user-friendly for those who have specific communication preferences
- Enhanced communication and education for employees/retirees:
  - Created more accessible trainings for employees to learn about their pension
  - Regular updates to incoming helpline recording to provide education
  - Implemented employee newsletter to provide ongoing education to employees

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# Challenges

- Delayed deployment of the employee engagement survey and engagement tools
- Absence of an integrated performance management system
- Resource allocation for the multi-year compensation transformation project
- Employee health/dental benefit use

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# Budget Request



	2020	2021	Variance
Expenditures	\$4,965,305	\$4,914,492	(\$50,813)
Revenue	\$6,200	\$6,200	\$0
Tax Levy	\$4,959,105	\$4,908,292	(\$50,813)

- Abolished the Receptionist position
- Reduced contractor spending
- Reduced advertising spending
- Reduced major maintenance spending by not moving forward on the front desk renovation



# 2021 Changes

- Deployment of a targeted diverse recruitment strategy, including expanded Broad Outreach job marketing efforts
- Further development of diversity and inclusion programs and services
- Performance competencies integrated into the performance evaluation process, including competencies supporting racial equity
- Introduction of a new Wellness Program
- Create additional opportunities for employees and retirees to receive education on their pension benefits and planning for retirement
- Implementation of new HR technology platforms
  - Paperless/digital new hire paperwork
  - Manager self-direction/empowerment features
  - Training and optimization for all staff interacting with the new platforms
  - Implementation of a new overarching HRIS system

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# Questions?



Thank You !



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# Department of Health & Human Services



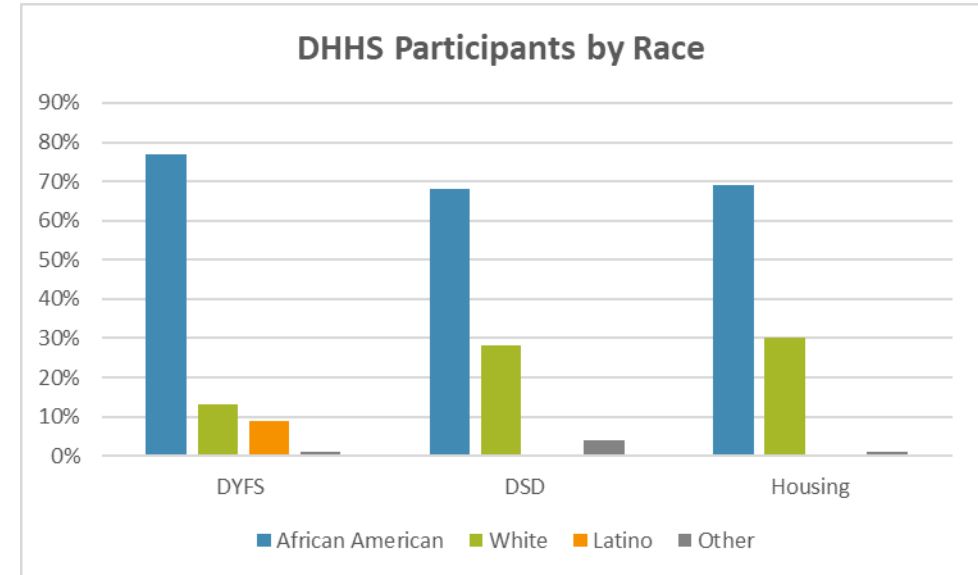
## 2021 Recommended Budget

Shakita LaGrant-McClain, Director

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# Purpose & Strategic Alignment

- We serve Milwaukee County residents across the [lifespan](#), including:
  - Children, youth & adults ages 18 and above
  - Services include long-term care, peer support, case management, shelter services, supportive housing, evaluation & assessment, energy assistance, burial assistance, veteran's services, senior recreational programming & meals
  - Focus on supporting the most at-risk, vulnerable & predominantly people of color in our community
  - To fulfill our vision, DHHS prioritized changes that would not impact services to address its tax levy targets



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# Alignment of County & DHHS Strategies



**COUNTY  
(2020)**

## Create Intentional Inclusion

Reflect the full diversity of the County at every level of County government

Create and nurture an inclusive culture across the County

## Bridge the Gap

Determine what, where and how we deliver services based on the resolution of health disparities

Break down silos across County government to maximize access to and quality of services offered

Apply a racial equity lens to all decisions

## Invest in Equity

Invest “upstream” to address root causes of health disparities

Enhance the County’s fiscal health and sustainability

Dismantle barriers to diverse and inclusive communities

**DHHS  
(2019-2020)**



### Strategy #1

No Wrong Door /  
Integrated Services & Care



### Strategy #2

Population Health /  
System Change

# 2020 Successes



- 77% drop in incarcerated youth since 2015
- Establishment of Unified Emergency Operations Center (UEOC) to mitigate effects of COVID
- 39% increase in nutritious meals served to older adults due to CARES Act
- Pandemic Mortgage Assistance & Rent Support
- PPE distribution to DHHS & Aging Contracted Providers
- 43 low-income Veterans/families avoided eviction using Needy Veterans Fund
- New Birth-to-3 grant to address underserved areas, increase referrals & offer parent training
- Credible Messenger Training and Pilot Expansion
- Do The Right Thing & Racial Equity Ambassadors efforts to raise awareness
- Overwhelming virtual employee participation in Lunch & Learns
- Doula Partnership with Milwaukee Health Department
- Public Safety Partnerships (We Care Crew, Public Safety Workgroup)

# Challenges



- *Future investment in the youth justice system of care*
  - Only \$1M of \$2.9M in savings for youth placements to Lincoln Hills/Copper Lake Schools could be reinvested
  - Our fiscal reality severely limits our capacity to divest from incarceration & implement effective community-based services
  
- *Service delivery for older adults & Veterans during the pandemic*
  - Recreational programming limited for older adults due to senior center closures
  - End to CARES Act funding for enhanced meal service
  - Senior and low-income Veterans with limited access to technology most affected when offices closed to the public
  
- *Additional funding needed for primary prevention and early intervention services*
  - Funding for Children’s Resource Center to expand access to disability services
    - 13,000 eligible Milwaukee County children go unserved (per the Social Security Administration & DHS )
  - Continuation of public health outreach efforts currently supported by CARES Act
  
- *Workforce Development*
  - More funding needed for professional development
  - Community Engagement Coordinator position eliminated to meet target
  - Additional support for communications & program evaluation

# 2021 Initiatives

- Advancement of No Wrong Door through integration of Department on Aging & Veteran's Services enabling more direct service access such as eviction prevention, mental health, & energy assistance
- Addition of 3 frontline Aging positions including the first Elder Benefits Specialist
- New Rapid Rehousing Program providing rent assistance to help 64 homeless individuals & families stay housed
- Connecting more children to long term support services enabling them to remain in their own homes
- Restructuring of contracting process to promote racial equity in the DHHS provider network
- Capital funding of \$4.6M to begin phase 1 build out for DHHS relocation to achieve staff & service integration
- RedMane case management technology project for care coordination & system navigation
- "Zero In, All Out" Initiative launch to reduce youth in secure placement & expand community-based alternatives





# Benefits of Aging & Veteran's Services Integration

## Creates Intentional Inclusion

- Ensures improved customer experience for any all seniors through inclusion in No Wrong Door
- As the population over 60 years of age grows in Milwaukee, seniors can interact with the County without stigma or silos
- Removes unnecessary barriers enabling those with greatest economic need including veterans & people with disabilities to access services

## Bridges the Gap

- In alignment with the Older Americans Act (OAA), resources are more focused to develop greater capacity in achieving a coordinated, person-centered system of care
- Provides a more direct connection to services for seniors, which will increase health outcomes
- Adds staff on the frontlines to help those who need it the most
- Provides direct access to eviction prevention, mental health, energy assistance, etc. – key services identified in OAA

## Invest in Equity

- As part of a larger department, programs for older adults cushioned from tax levy target reductions
- Safeguards funds for five-day-a-week senior center social programming as a result of administrative cuts
- Brings the County up to the same standard as the rest of the state and nation in ensuring all people, regardless of age, have seamless access to services
- Enables extra funding to critical services - transportation, family caregiver support, food delivery, case management, etc.



# 2021 Major Changes

- Budget reflects no negative impact to services & no employee layoffs
- DHHS met its target through savings of \$2.9M in charges for kids placed at the State operated Lincoln Hills/Copper Lake Schools & reinvested \$1M in community-based services
- Expanded/increased services limited to new grants or State revenue:
  - Rapid Rehousing Grant
  - CLTS Expansion
  - Transportation, Elder Abuse Services, Alzheimer's & Dementia support, LBGT outreach, case management, outreach services
- Merger of Aging & DSD's Elder Abuse/Adult Protective Services to enable centralized intake process & easier service access connecting people to resources such as legal support & community-based services
- Aging Executive Director abolished & Division Administrator – Aging created as the full-time aging unit director in accordance with State statutes
- Elimination of 3 management positions in Aging & creation of 2 HSW positions in ARC & 1 Elder Benefits Specialist
- Increase of \$200K to Supportive Home Care & Adults-at-Risk

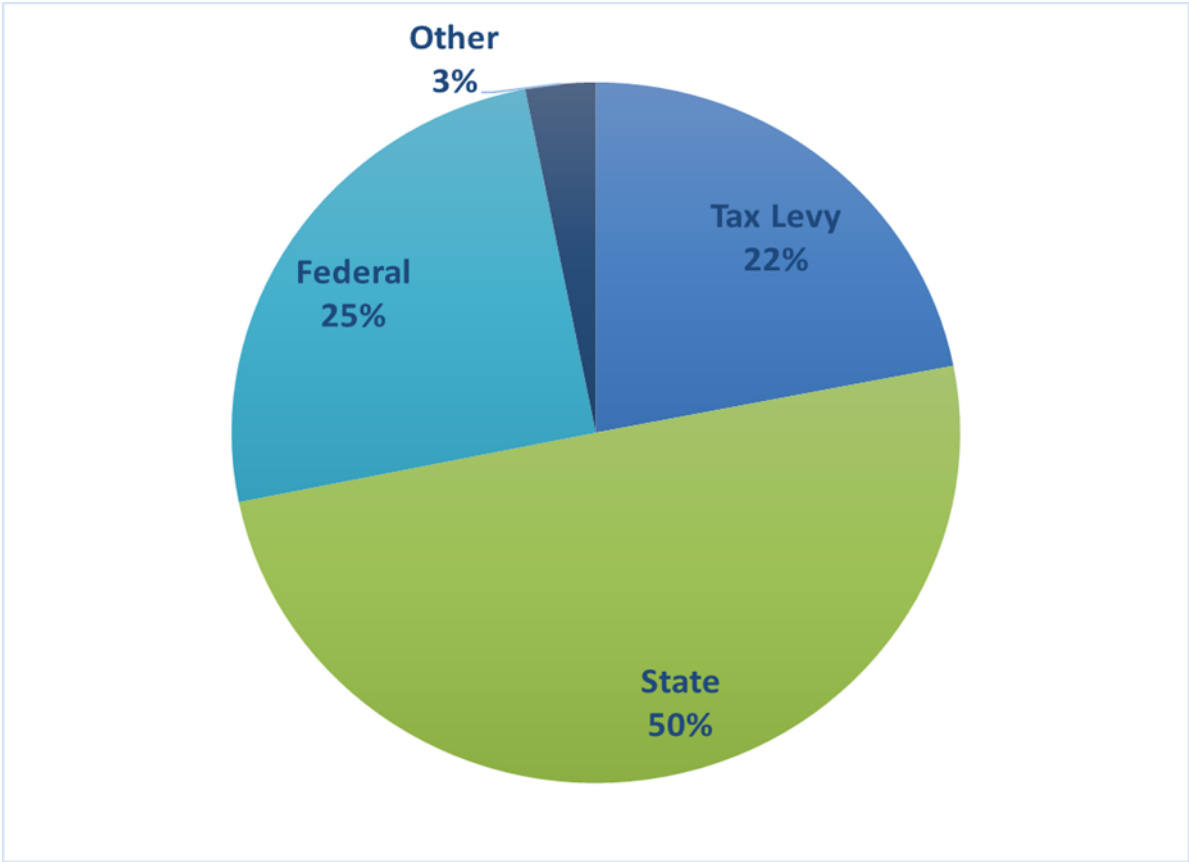


# 2021 DHHS SUMMARY



**\$142.5M Expenditures**  
**(\$111.2M) Revenues**  
**\$31.3M Tax Levy**

**Total Full-Time Equivalent Positions: 405**

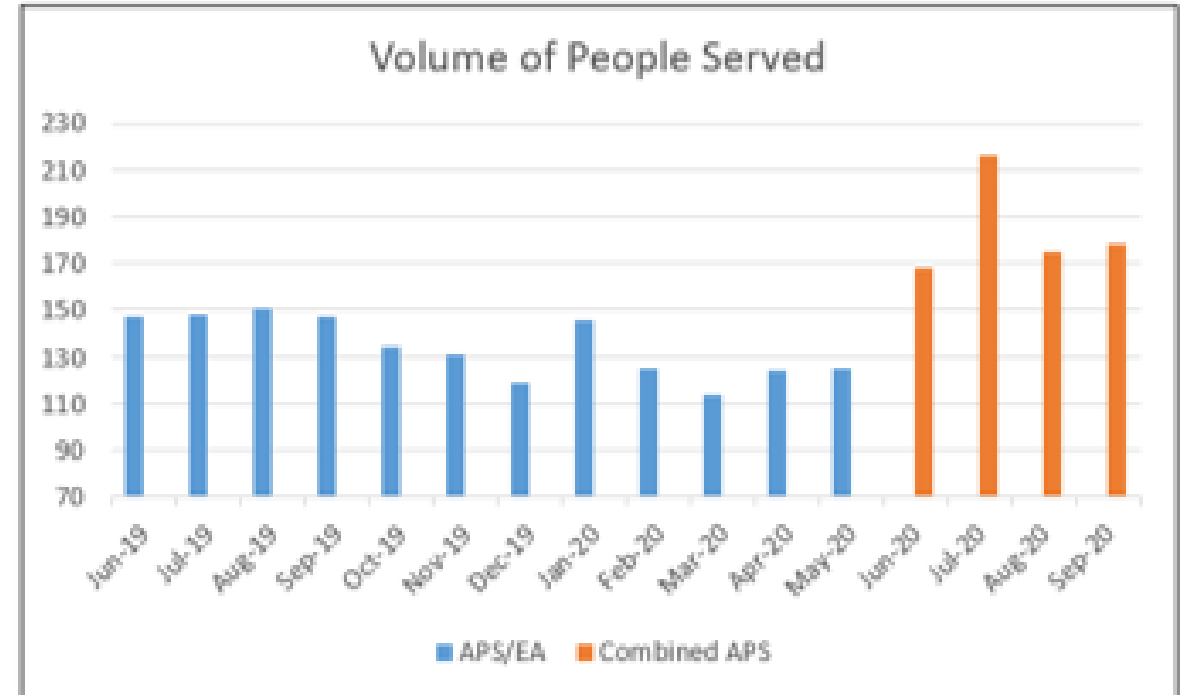


Revenue Sources

# Departmental Metrics

- **ARC/DRC Quality Plan:**
  - Staff possess knowledge & skills – measured by training benchmarks
  - Quality services provided – measured by wait times & rescreens
  - Effective & efficient operations – measured by time between referral to home visit is <14 days
  - Obtain customer feedback
- **Elder Abuse/Adult Protective Services Results**
  - By enhancing intake, customers will be connected to services at initial contact
  - 34% combined APS/EA increase over 2019
  - 16% connected to community resources
  - 46% resulted in investigations
  - Expect to reduce risk factors in 75% of people served
  - Customer survey being launched
- **Centralization of Quality Assurance & New QA Resources Added to Strengthen Outcome-Based Oversight**

## APS/EA Pilot Results



\*Combined APS measure includes number of investigations begun, number of callers we provided information to on the initial call, and number of callers we were able to connect to community resources for immediate assistance.

# Closing

## Mission

Empowering safe, healthy, and meaningful lives.

## Vision

Together, creating healthy communities, contributes to making  
*“Milwaukee County the healthiest county in Wisconsin.”*

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# Questions?



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**DHHS**

MILWAUKEE COUNTY

Department of  
Health & Human  
Services

# **WS126 - DHHS Relocation Capital Project**

David Muhammad – Deputy Director

October 15, 2020

# DHHS Future State Strategies



## Strategy #1

No Wrong Door /  
Integrated  
Services

- Focus on family health; individual + support persons
- Orchestrate care across a continuum
- Look to get to “yes” on addressing needs, no matter where a participant enters
- Address root causes of needs
- Partner with agencies that address social determinants

## Strategy #2

Population  
Health /  
System Change



- Focus on collective health
- Lead human services systems to address structural racism and prevention
- Look to re-direct more DHHS resources up-stream
- Enhance community voice in DHHS and broader community discussions
- Advocate for system change that promotes health outcome achievement





# 2020 DHHS Relocation Project

- Over the past several months, DHHS & Facilities Management have been working diligently on a relocation plan
- 2020 full scale planning & design work delayed due to mandatory spending freeze
- Funds just recently released & work now earnestly underway to identify location, schematics & final cost estimates



# Key Reasons for Move

- Successful implementation of “No Wrong Door” enhanced customer approach & population health strategy
- Closure of BHD’s inpatient hospital and sale of Behavioral Health complex
- Increased visibility in community

# Scope



## 2021 Phase 1:

- ~230 Total Employees

BHD: Admin, Contracts, QA/QI, Crisis Mobile, CARS, Fiscal

Children's Integration: Wrap, Disabilities Services (children's programs) & Youth & Family Services (community services)

- Location – City of Milwaukee
- Size – approx. 54,000 square feet

2022 Phase 2 – Renovation of Coggs Center or new location for remaining DHHS employees

# Target Area



# Timeline

Refine Schematic Fit Plans	October 2020
Select Site & Execute Lease	December 2020
Design Tenant Improvements	June 2021
Construct Tenant Improvements	February 2022
Relocate Staff	April 2022
Hospital Closure	Q1 2022

# Preliminary Estimate



## Phase 1

Expense	Amount
Build out	\$4.6M
Furniture, Fixtures & Equipment	\$1.1M
IMSD	\$.3M
Project Management & A&E	\$.3M
<b>Total</b>	<b>\$6.3M</b>

Revenue	Amount
BHD Reserves	(\$3.7M)
Capital Cash Financing	(\$.9M)
<b>2021 Capital Request</b>	<b>(\$4.6M)</b>
Tenant Improvement Allowance <sup>1</sup>	(\$1.7M)
<b>Total</b>	<b>(\$6.3M)</b>

<sup>1</sup> Lease agreement negotiations have not started. It is unknown if tenant improvements will be financed in capital budget or negotiated into lease payments. Budget authority will be created upon completion of lease agreement, if necessary.



**DHHS** MILWAUKEE COUNTY  
Department of  
Health & Human  
Services

Thank you!

# Department of Health & Human Services Behavioral Health Division



## 2021 Recommended Budget

Shakita LaGrant-McClain, Director

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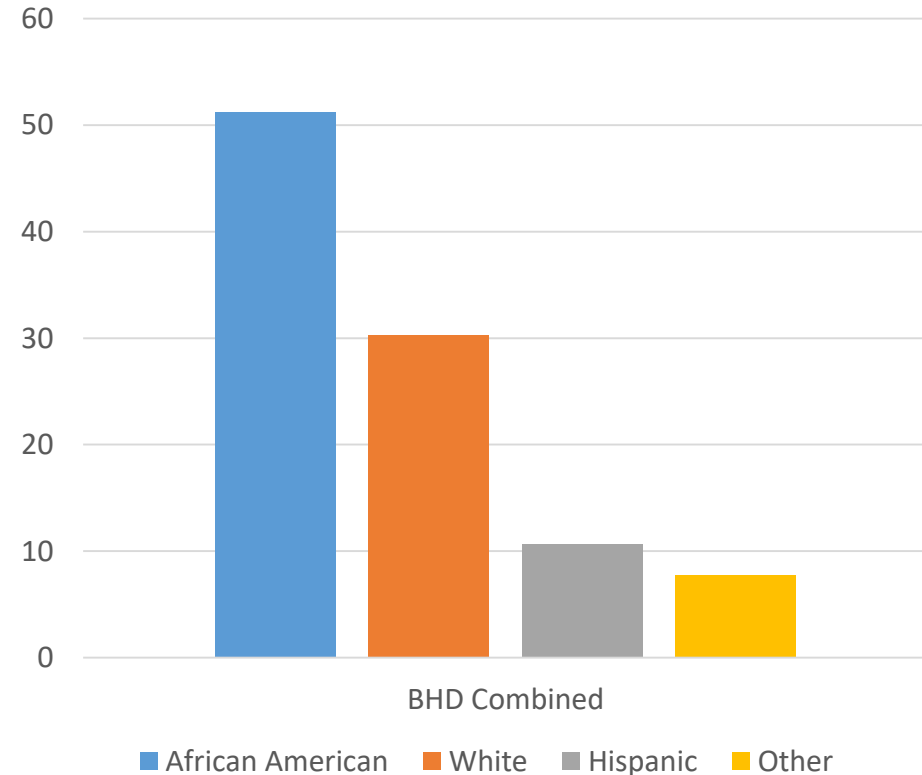


# Purpose & Strategic Alignment

- We serve Milwaukee County residents across the [lifespan](#), including:
  - Children, young adults (Wraparound Milwaukee) & adults ages 18 and above
  - Full spectrum of behavioral and substance use services including long-term residential, in-home services, individualized & family-centered services, peer support, care coordination, case management, community support program, crisis intervention services, outpatient & inpatient services.
  - Focus on supporting the most at-risk, vulnerable & predominantly people of color in our community
  - Continued partnerships with DYFS, Housing, and other departments to address social determinants of health and improve outcomes
  - To fulfill our vision, BHD prioritized changes that would not impact services to a \$2.9 million tax levy cut.



BHD Participants by Race



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# 2020 Successes



- Quick response to pandemic with shift to telehealth services for large portion of behavioral health and substance use disorder community-based network of providers
- Continued growth of Comprehensive Community Service enrollment and programming
- Award of 4-year, \$4 million Assertive Outpatient Treatment Grant expected to reduce reliance on inpatient admissions for individuals with complex behavioral health needs
- Continued operation of psychiatric hospital and psychiatric emergency room through challenging pandemic environment
- FQHC/Community Health Center Expansion aimed at making behavioral health services more accessible to members of the community
- PPE distribution to BHD contracted providers through grant funding

# Challenges



- *Inpatient Bed Capacity Limitations impact on Revenue*
  - The 2021 budget was created assuming that COVID-19 bed capacity limits would be removed.
  - As of October 2020, BHD is still operating at approximately 60% of budgeted bed capacity. If bed capacity is not increased in 2021, this has the potential to create a \$7m revenue shortfall at BHD.
- *BHD Systems Improvement Agreement with CMS*
  - Ongoing use of BHD reserve funding to bring facility in compliance with CMS regulations
- *Wraparound Milwaukee Capitated Rate*
  - Recent rate reductions create the possibility for deficit for Wraparound Milwaukee in 2021
- *Workforce Development*
  - More funding needed to continue workforce development goals

# 2021 Initiatives

- Increase in the Comprehensive Community Service (CCS) Adult and Children's program with a projected enrollment of 2,125 by the end of 2021 through Medicaid funding.
- New grant-funded High-Fidelity Assertive Community Treatment (ACT) Team anticipated to serve 80-100 individuals annually. This program will enhance treatment and recovery services for individuals with complex clinical and social needs who often cycle in and out of psychiatric crisis.
- New AODA service funding including Medication-Assisted Treatment programming.
- Continued expansion and implementation of a robust community crisis response that will align our community partners to ensure better outcomes for those in need.
- Adult Crisis Stabilization House redesign to support a higher level of services to individuals in home-like setting. This will support recovery and allow time for community-based planning and service facilitation.
- New grant-funded 6-bed youth crisis stabilization facility at Bakari Center.
- Expanded supportive employment services for individuals with behavioral health issues to support recovery.
- Continued collaboration and integration with Federally Qualified Health Center partners.



# 2021 Major Changes

- BHD Budget reflects no negative impact to services & no employee layoffs
- BHD met its target through savings of \$2.9M through increased revenue and targeted expense reductions including the following major changes:
  - Increase in Wisconsin Medicaid Cost Reporting (WIMCR) funding of \$0.9m
  - Increase in Crisis Intervention revenue of \$0.9m
  - Decrease in personnel expenses of \$0.3m by eliminating vacant positions
  - Anticipated increase in AODA grant revenue
  - Other legacy healthcare savings



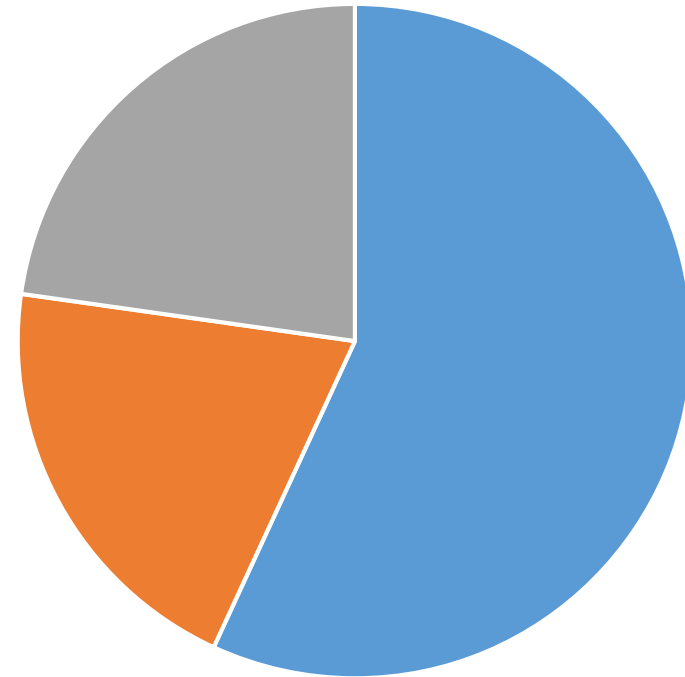
# 2021 BHD SUMMARY

- \$233.1M Expenditures
- \$180.0M Revenues
- \$53.1M Tax Levy



Total Full-Time Equivalent Positions: 489.9

BHD Revenue



■ Patient Revenue ■ Grant Funding ■ Tax Levy

# 2021 Metrics



- Increase in Comprehensive Community Services (CCS) enrollment by 345 to a total enrollment of 2,125 by the end of 2021.
- New Assertive Outpatient Treatment program, providing services as a Community Support Program, expected to serve a maximum of 80 to 100 individuals as enrollments continue in 2021.
- Increase in funding to Medication Assisted Treatment program expected to serve over 100 individuals in 2021.
- Outpatient services transitioning to two Community Health Centers in early 2021 are expected to serve 25% more individuals.
- Crisis Resource Centers to serve 25% more individuals in 2021 with the opening of CRC West (a new third location) in late 2020.
- Crisis Assessment Response Teams (CART) to serve 510 more individuals in 2021 with the expansion of the Sheriff CART teams.

# Questions?



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# Department of Administrative Services (DAS)



## 2021 Recommended Budget

Julie Landry, Director

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# Department Purpose & Strategic Alignment

The Department of Administrative Services (DAS) supports customer departments and the public by achieving high quality, cost-effective, reliable, customer-oriented solutions in the areas of:

- Facilities Management
- Risk Management
- Fiscal Management
- Procurement
- Community Business Development Partners
- Economic Development
- Information Management Services Division (*separate presentation*)

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# Department Purpose & Strategic Alignment

DAS has a critical and centralized role in supporting the County's mission to provide great customer service and vision to achieve racial equity. Examples:

- Facilities Management working with County departments to apply an equity lens to the development of capital projects
- Office of Performance, Strategy, and Budget (PSB) development of tools and strategies to focus on equitable resource distribution
- Community Business Development Partners (CBDP) exists to promote and advocate for small business inclusion within Milwaukee County, serving minority-owned, women-owned and small businesses.
- Procurement Division, in partnership with CBDP, working to increase contract participation amongst Targeted Business Enterprises (TBE)
- Economic Development targeting resources and advocating policies that advance racial equity goals (grants, affordable housing, workforce development), tracking community benefit goals as part of major and sales



# 2020 Successes



- Completed land sale transactions and negotiated the inclusion of Community Benefit goals into sales at Innovation Campus and the Milwaukee Regional Medical Center
- Supporting DHHS in planning and design, leasing space and crafting partnerships to advance its No Wrong Door policy initiative.
- Secured a \$144,000 grant to support construction of the African-American Chamber of Commerce's build out of new office space and a co-working lab in the Bronzeville Neighborhood
- Created a \$3.5M Community Resource Navigator program to hire approximately 300 individuals from targeted neighborhoods to help combat COVID-19.
- Created a \$7M Small Business Recovery Initiative Grant program to aid economic recovery and enhance relationships with ethnic & diverse chambers of commerce

# 2020 Successes



- *COVID-19 response: Staff across DAS have played a central and critical role in safe re-opening of County facilities, acquisition of PPE and emergency purchases, creating remote work environments, and management of emergency grants*
- *The DAS-FMD Land Information Office worked with DHHS to create a digital Point in Time survey for the homeless population of the County which provides real-time statistics for decision-making to serve a population in need.*
- *Procurement transition efforts from Marketplace Central to an Enterprise wide contracting module in 2021. Changes permit visibility and include a broader base of potential participants in Milwaukee County contracting.*
- *CBDP made changes to widen the pool of eligible and diverse applicants and created greater opportunity for potential applicants.*
- *Procurement continued implementation of Chapter 42 Targeted Business Enterprise (TBE) strategies, in partnership with CBDD. FY2020 saw an award rate by outreach of 22% of Bids awarded to TBE's.*
- *Development of Racial Equity Budget Tool to connect budget to strategic plan*

# Challenges



- *From a real estate services perspective, lack of funding inhibits the County's ability to advance strategic partnerships and location investments that would increase access to the public, aid redevelopment in targeted neighborhoods, etc.*
- *Economic Development: additional resources could be added to make investments to fill economic development gaps, refunding UpLift Milwaukee hiring programs, additional funding partnerships with MEDC and more direct work with ethnic/diverse chambers of commerce*
- *Statutory limitations and conflicts related to contracting present challenges in efforts to increase minority contracting participation while abiding by Federal, State and Local laws.*
- *Seeking to increase diversity amongst the DAS employee population to better reflect the community we serve. In 2021 we plan to ramp up recruitment and training through the DAS Diversity & Inclusion Committee.*

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# Strategic Focus Area Alignment: DAS

DAS Activities to Promote the County's Strategic Focus Areas in 2021



## Create Intentional Inclusion

Creation of DAS Diversity and Inclusion Committee (D&I) to focus on recruitment, training, staff development

Continue to remove unnecessary barriers to job applicants

Explore issues that may inhibit minority-owned firms from bidding on County contracts

## Bridge the Gap

Enhance the budget document to further connect the strategic plan to the budget, including goals and outcomes

Inclusion of community benefit requirements as part of land sales or renegotiated development agreements

Continue work with DHHS to advance "No Wrong Door" project to increase access to services

## Invest in Equity

New Grants Office to secure additional funding for health and racial equity

Focus on economic development outreach to developers of color for land sales and grants

Seeking to identify investments in targeted neighborhoods that face economic challenges

# 2021 Changes – Levy Target

- Levy Target: (\$928,000)
  - Facilities operating cost reductions (\$449,000)
  - IT Central Spend Savings (\$247,000)
  - Economic Development revenue (cell towers) (\$100,000)
  - Un-funding of Special Projects Manager position (\$72,000)
  - Other/ department-wide operating reductions (\$60,000)
- Levy targets will present continued and increased challenges for facilities and county-wide IT needs
- Special Project Manager (correctional health care) may be needed in future depending upon status of consent decree and other factors. Funding will be re-visited if needed.

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# 2021 Changes

- Grants Division – 3 FTE / \$300,000
  - Approved in File 20-534. New division will directly address Milwaukee County’s fiscal challenges in the context of racial equity as staff work to identify, apply for, and track grants. DAS in process of hiring staff for division now.
- Risk Management / OSHA Compliance – \$200,000
  - Funding for OSHA mandated safety programs for occupational health testing, hearing conservation, respiratory protection, and bloodborne pathogen vaccinations
- Municipal Special Assessments - \$150,000
  - Cost of improvements to existing streets and sidewalks per agreements with local municipalities. Previously funded out of capital budget. Funding shift to operating budget due to address annual cost impact.
- PPE supply chain management - \$170,000
  - 2021 PPE cost impact: 3<sup>rd</sup> party vendor to assist with logistics, storage and distribution of PPE and emergency supplies. Ongoing PPE cost impact into 2021, when the availability of grant funding for COVID-19 expenses is currently uncertain.

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# Closing

- [closing remarks to the Board]



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# Questions?



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# Milwaukee County Strategic Plan

[for reference only]

# Our Mission

We enhance the **quality of life** in  
Milwaukee County through great public  
service.



# Our Vision

By achieving **racial equity**, Milwaukee  
will be the **healthiest county** in Wisconsin



# Our Values



**Inclusion:** We actively seek diverse perspectives when making decisions.

**Influence:** We collectively use our power to positively impact our community.

**Integrity:** We do the right thing even when no one is looking.

# Strategic Focus Areas

Milwaukee County has established three strategic focus areas to guide its work moving forward.



## Create Intentional Inclusion

Reflect the full diversity of the County at every level of County government

Create and nurture an inclusive culture across the County

## Bridge the Gap

Determine what, where and how we deliver services based on the resolution of health disparities

Break down silos across County government to maximize access to and quality of services offered

Apply a racial equity lens to all decisions

## Invest in Equity

Invest “upstream” to address root causes of health disparities

Enhance the County’s fiscal health and sustainability

Dismantle barriers to diverse and inclusive communities