

Budget 2018
Org. Unit 1900
Date 10-13-17



Department on Aging

Director's Office

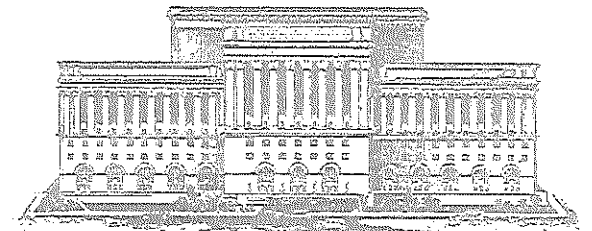
2018 Recommended Budget

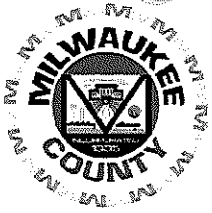
HOLLY DAVIS ■ Director



2017 Successes

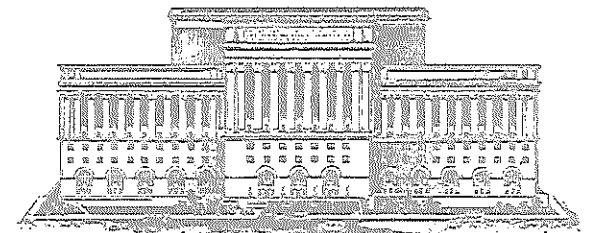
- Hiring of Senior Management Team
- Senior Center Assessment Project
- Employee Engagement Initiative
- Memory Cafes
- Fiscal Efficiencies





2018 Initiatives

- Third Party Strategic Planning Process – Senior Centers
- Implementation of new Evidence Based programming
- Managing budgetary difficulties
- Increased Dementia Support
 - Memory Connection Centers
 - Increased funding
 - Memory Cafes
- Balancing Act specific to Aging Department



Budget 2018
Org. Unit 1130
Date 10-13-17

Milwaukee County Office of Corporation Counsel

Overview of Budget Request, FY 2018

October 13, 2017



Budget Priorities for Office of Corporation Counsel (OCC)

1. Save taxpayer \$\$ by reducing growing costs of outside counsel
2. Faster service to internal clients (County Board, Airport, Parks, DOT, etc.)
3. Reduce County's financial risks
4. Improve outcomes in court and in contract negotiations





Challenges (continued)

- No control over volume of work...work cannot be “turned down”
- Insufficient staffing to handle volume
- No effective method to meaningfully oversee outside counsel





Challenges

- Growing complexity, volume, and far-reaching impacts of work
- Little time to provide legal advice to avoid litigation, improve contracting, educate on public records, etc.
- No workflow management system to track in-house case loads, transactions open records request



If not the OCC, then who?

Outside counsel = \$\$\$\$\$\$!

Year	Pension Bd Outside Atty	Other County Outside Atty*	Total
2012	\$982,223	\$1,395,250	\$2,377,473
2013	\$1,025,702	\$1,508,004	\$2,533,706
2014	\$1,254,212	\$1,749,873	\$3,004,085
2015	\$1,191,758	\$1,151,475	\$2,343,233
2016	\$849,733	\$1,473,613	\$2,323,346
Avg.	\$1,060,726	\$1,455,643	\$2,516,369

NOTE: This amount expected *to increase* due to high demand for outside counsel in pension and transactional matters, as well as increases in high profile litigation.



* Includes only those contracts reported to Comptroller; actual amounts higher; not adjusted to account for WCMIC \$\$.



OCC 2018 Budget Action Plan

1. Reduce outside counsel \$ with targeted personnel increases and training
 - Avoid future outside counsel \$ increases by building internal expertise/capacity
 - Reduce turnaround times, results
 - Control litigation exposure with more forward-looking advice



OCC 2018 Budget Action Plan

2. Initiate other cost saving actions
 - Renegotiate insurance premiums and adjustments to deductibles
 - Renegotiate charges for OCC service as “insurance counsel”
 - Possible increased cross-charges to offset personnel costs





OCC 2018 Budget Action Plan

3. Fully operationalize “Practice Master” workflow management system - ***no additional cost!!***
 - Tracks all cases
 - Requires hourly work reporting, enabling analysis of employee efficiencies, caseloads
 - Will use existing staff to implement

Comparables

Metric	Jefferson Co. (KY)	Ventura Co. (CA)	St. Louis Co. (MO)	City of Milw.	Milw. Co.
Population	741,096	1,145,956	998,954	595,000	958,000
# of Legal Personnel	35*	37	31	60+	20
2016 Legal Personnel Costs	\$2,490,388	\$4,788,167	\$3,298,000	\$4,996,810	\$1,720,740^
2016 Cross Charges	n/a	\$1,641,571	\$1,094,000	\$878,100	\$1,351,155
# of Client Dep'ts Served	~50	~28	~30	~30	~40

*Jefferson County Counsel also handles child support services and criminal prosecutions, with 99 total personnel and personnel expenses in 2016 = \$7,044,100. 35 attorneys work in the civil division, which is most comparable to the OCC. To estimate the personnel costs for the civil division only, it was assumed that personnel expense dollars are equal among employees to estimate a per employee average cost (i.e., $\$7,044,100 / 99 = \$71,152 * 35 = \$2,490,388$).

^Inclusive of pension and health care costs, the personnel budget for the OCC in 2016 = \$2,144,122.



OCC Personnel Overview

Position	2015 Actual	2016 Actual	2017 Budget	2018 Request	Recomn'd 2018
Corp Counsel	1	1	1	1	1
Deputy	2	2	2	2	2
Assistants	10	10	10	16	13
Paralegals	5	5	5	6	6
Office Coordinator	1	1	1	2	1
Legal Assistant/Admin	1	1	1	3	2
Total	20	20	20	30	25
Personnel Costs*	\$1,724,611	\$1,720,740	\$1,791,576	\$2,619,888	\$2,240,988
Add'l cost for 2018 =					\$449,412

*To ensure comparability across years, reported personnel costs were calculated by the budget office and include only Salaries 5199 and Social Security 5312. If Employee Health Care 5420, and Employee Pension 5421 are included, the budget office estimated that the total added cost for the 5 new positions in the 2018 recommended budget = \$608,060 (total cost = \$2,883,958).

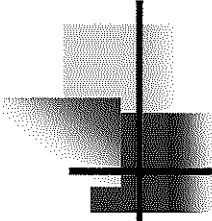


Outside counsel costs: \$2,500,000/yr & growing!

- ~1% of tax levy*
- \$2.5 million **estimate is low** b/c departments do not report all outside counsel contracts

* Total tax levy in recommended budget = \$294,015,880.





Investment in OCC Personnel Pays for Itself – Absolute \$

Compare

\$2.5m in outside counsel expenses

versus

appr. \$449,412 for additional OCC personnel



Investment in OCC Personnel Pays for Itself – Hourly Rate

Compare

WCMIC = \$235 / hour

Non-WCMIC litigation = \$200-300

Pension board = \$366+

Transactional = \$300-400+

versus

OCC avg. = \$78 / hour*



* If pension and health care are included, OCC avg. rate = \$126/hr.

Expanding OCC capacity enables other cost reductions

- Greater control over litigation will, overtime, generate better results for County and reduce damages awards
- Renegotiation of insurance premiums and adjustment to deductibles
- Renegotiation of charges for OCC service as “insurance counsel”
- Possible increased cross-charges



Demographics – Outside Counsel

	#	%		#	%
Total lawyers*	1,977		Total partners*	659	
African American	42	2.1%	African American	8	1.2%
Latino	50	2.5%	Latino	14	2.1%
Asian	45	2.3%	Asian	9	1.4%
White	1,814	91.8%	White	625	94.8%
Female	684	34.5%	Female	136	20.6%

NOTE: 7 of 14 firms did not provide LGBTQI information. Based on the 7 firms that did provide data, 1.2% of lawyers (24 of 1,690 attorneys) and 1.5% of partners (8 of 542 partners) from reporting firms identified as LGBTQI.

*Data aggregated across all outside counsel firms contracted by the County in 2017, based on their nationwide reporting.



Demographics – Office of Corporation Counsel

	#	%
Total employees	18	
Unfilled positions	2	
New requested 2018 positions	5	
Women	12	67%*
LGBTQQI	2	11%
African American	2	11%
Latino	0	0%
Asian	0	0%
White	16	89%





Demographics (continued)

OCC staff is more diverse than law firms and continues its commitment to diversity.

Diversity Mission Statement of the Office of Corporation Counsel:
We commit to the recruitment, hiring, and retention of attorneys that represent the diverse communities and departments that the Office serves, particularly as the OCC engages in hiring. We further affirm the critical necessity of a diverse workforce to improve outcomes for the clients of the OCC, the County as a whole, as well as its residents and taxpayers. We also support the career advancement and development of individuals traditionally underrepresented in the legal profession, as a distinct objective, to better the profession and the Milwaukee community as a whole.



Bottom line...

Increasing Corporation Counsel staff will:

- **Save taxpayer \$\$ over time by reducing outside counsel costs**
- Ensure taxpayer dollars support diversity
- Immediately increase quality and timeliness of legal services to all departments
- Reduce County risk profile over time



Budget 2018
Org. Unit 1090
Date 10-13-17



2018

Recommended Budget

Milwaukee County's

Office on African American Affairs

Executive Director – Nicole M. Brookshire



2017 Successes

- **OAAA's Grant writing support:**
 - Support provided to 4 departments; 6 grants (\$3.0 M+)
 - 4 grants - pending a final decision; 2 were declined – totaling \$1.9 Million
 - Anticipate 2 additional grants may be submitted before year-end 2017
- **Youth Re-engagement (PeppNation) – 805 youth services provided Summer 2017**
- **Departmental Partnerships – Economic Growth Initiatives**
 - Uplift MKE – 309 direct-hire placements; wages averaging \$13.77/hour
 - Opportunity Knocks – 16 received construction training, 6 obtained construction certification
 - Workforce Mapping of Milwaukee County Departments – 1100+ workforce services provided annually
- **Countywide Scan on Small Business Development**
 - Final report pending (December 2017)



Category	2017 Recommended Budget	2017 Adopted Budget	2017 Variance* Contingency	2017 Total Adopted Budget w/Contingency Included*	2018 Recommended Budget	Variance 2018 Recommended/ 2017 Recommended
Expenditures						
Personnel Costs	\$385,017	\$106,187	\$55,000	\$161,187	\$454,271	\$69,254
Operation Costs	\$214,983	\$160,983	\$245,000	\$405,983	\$180,213	\$34,770
Total Expenditures (Tax Levy)	\$600,000	\$267,170	\$300,000	\$567,170	\$634,484	\$34,484
Personnel						
Full-time Pos.(FTE)	4	3	N/A	3	6	2
<p>*Per Amendment 1A042 to the 2017 Adopted Budget, OAAA funds totaling \$300,000 were placed into Appropriation for Contingency, under the pretense of the Director being appointed and confirmed.</p>						



2018 Initiatives

- Recruit for staffing vacancies – 4 positions
- Expand upon departmental and external partnerships for OAAA initiatives – across all 8 pillars of focus
- Implement process to deploy Community Restoration Centers
- Develop a comprehensive collective strategic plan for OAAA
- Sustain grant writing support and identify ‘new’ funding resources for Milwaukee County