

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: 4/22/2026
To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors
From: Scott F. Brown, Corporation Counsel
Subject: The Office of Corporation Counsel 2025 Annual Report
File Type: Informational Report

This informational report provides a report on how the Office of Corporation Counsel set and achieved its 2025 goals.

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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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

Alignment to the above strategic goals is articulated in responses to the questions below.

BODY

Please tell us about your progress on your Department/Office's top goals in 2025. If any of your goals have changed, briefly explain why, how they are "SMARTIE" goals (specific, measurable, achievable, realistic, timely, inclusive, and equitable), and how they align to the county's racial equity strategy.

OCC's 2025 goals included pursuing high impact, affirmative litigation to advance Milwaukee County's health and housing goals; standardizing internal offboarding and recruitment practices; implementation of a new case management system; developing a racial equity checklist to assist in guiding all employees' work; and formalizing internal training practices.

OCC enjoyed success in meeting or trending toward completing each of these goals throughout the year, which included stewarding Milwaukee County's participation in affirmative litigation against environmental bad actors, reducing employee turnover while successfully recruiting and hiring for several key positions, working toward full implementation of a new case management system (which is on schedule to be implemented in Q2 of 2026), and facilitating quarterly "Lunch and Learn" training sessions for all OCC employees.

1. What key factors *enabled* progress toward accomplishing these goals?

OCC is privileged to employ a team of professionals dedicated to advancing Milwaukee County's mission and vision through the collective work we do daily to support the County's many stakeholders. Our goals remain top of mind and are discussed regularly during internal meetings.

By following best management practices, providing training and supportive oversight for less experienced attorneys, and cultivating an office culture that emphasizes teamwork, mutual respect, and professional excellence. We're growing a team that is quite effective at moving any initiative forward.

2. What key factors *hindered* progress toward accomplishing these goals?

During the first half of 2025, we were in the process of completing a restructuring of our department implemented by Corporation Counsel Brown after he was appointed in 2024. This involved filling several key positions and being generally in a period of flux early in the year. This required some staff to assume additional responsibilities to ensure all stakeholders continued to receive uninterrupted support. And while we successfully recruited to fill all of our open positions during the middle of the year, these new employees required time to familiarize themselves with our office and Milwaukee County more broadly. We have since enjoyed a year of stability and have been able to continue pursuing our goals in 2026 and beyond.

3. If any goals are changing, please list those and briefly explain why. (Please put "N/A" if your goals will remain the same.)

N/A.

FISCAL EFFECT

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

VIRTUAL MEETING INVITES

PREPARED BY:

Scott F. Brown, Corporation Counsel;
William G. Davidson, Deputy Corporation Counsel;
Melinda S. Lawrence, Deputy Corporation Counsel; and
Jennifer K. Rhodes, Deputy Corporation Counsel

APPROVED BY:

ATTACHMENTS:

OCC's Score Card can be accessed by clicking on the link: [Scorecard \(demo\)](#)

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