

Milwaukee County Strategic Plan Update

12/8/21



Our Mission

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



Our Vision

By achieving **racial equity**, Milwaukee is
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 & Objectives

1. Create Intentional Inclusion

1A: Reflect the full diversity of the County at every level of County government

1B: Create and nurture an inclusive culture across the County

1C: Increase the number of County contracts awarded to minority and women-owned businesses

2. Bridge the Gap

2A: Determine what, where and how we deliver services based 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

3. Invest in Equity

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

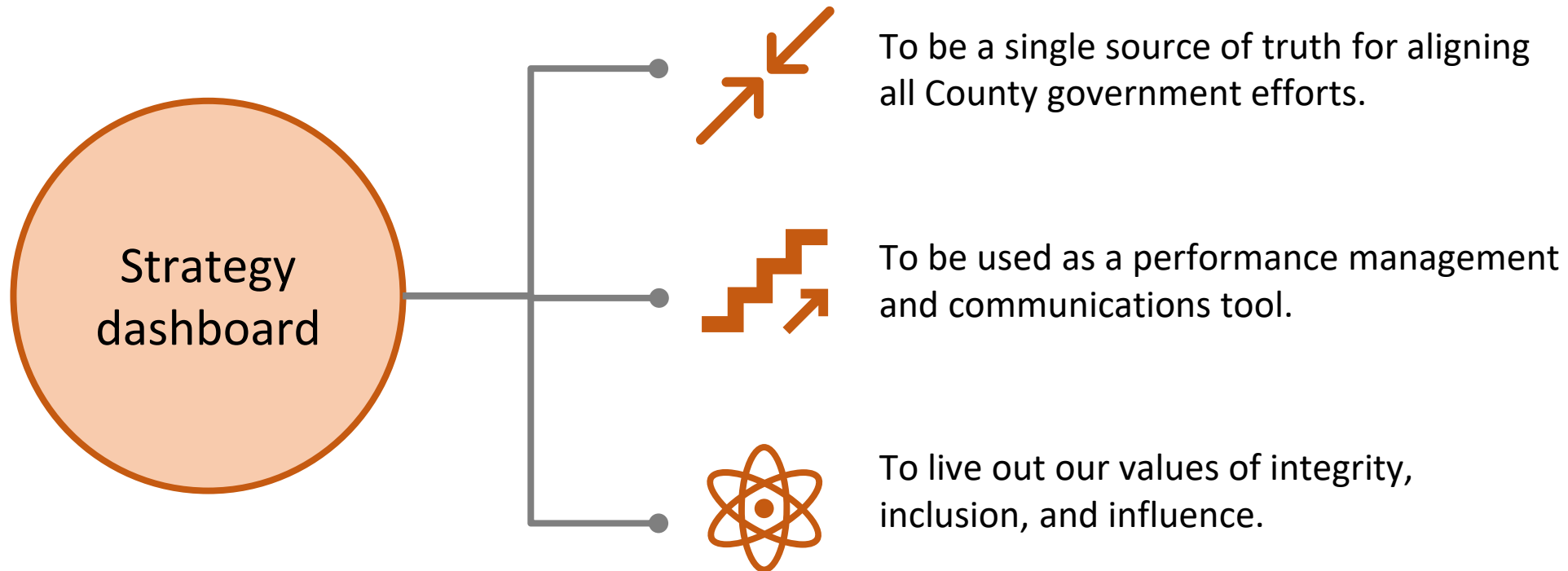


Strategy Dashboard Update



Strategy Dashboard

To answer the question “how do we know if we are making progress toward our vision?”



Project Team

Team Member	Department	Project Role
Isaac Rowlett	CEX Office	Executive Sponsor
Matt Drymalski	DHHS	Project Manager
Linda Alexander	IMSD	Team Member
Saraya Williams	IMSD	Team Member
Claire Miller	DAS	Team Member
Harry Nichols	IMSD	Team Member
Janice Bushe	DAS	Team Member
Jeff Roman	OAAA	Team Member
Ryan Schmidt	IMSD	Team Member
Shannon Gramann	OEM	Team Member
Dan Terrio	HR	Team Member
Dr. Ben Weston	CEX/OEM	Team Member



Connecting the Dots

Health and
Equity
Framework

Strategic Focus
Areas

Department
Outcomes

Community
and Population
Health



**MILWAUKEE
COUNTY**



HEALTH & EQUITY FRAMEWORK

ONE COUNTY 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 and just for all people?
- Are the services provided meeting people's needs?
- Does diverse staff thrive in the workplace 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)?



- The Health and Equity Framework serves as the foundation for all our efforts
- It is our “Theory of Health”





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Adapted from Mobilizing Action Toward Community Health 2018, University of Wisconsin Population Health Institute (www.uwphi.pophealth.wisc.edu)

Diversity and inclusivity



INSTITUTIONAL PRACTICES

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CHANGE

agenda and priorities?
ire?



- Demographics
- Human Resources
- Departments and maps

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HEALTH & EQUITY FRAMEWORK

ONE COUNTY ONE PLAN
MILWAUKEE COUNTY STRATEGIC PLAN



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HEALTH

- Department outputs
- Services offered

and gender)?





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- Do people help and support each other?



- Health rankings
- Average lifespan
- People seeking housing
- People seeking employment

and gender):



Prototype

The screenshot shows a web interface for the Milwaukee County Vision Strategy Dashboard. At the top left is the Milwaukee County logo with the text 'MILWAUKEE COUNTY Vision'. The top navigation bar includes 'Milwaukee County', 'How Do I...', 'Our County', 'Residents', 'Businesses', and 'News & Events'. Below this are 'STRATEGY DASHBOARD' and 'HEALTH & EQUITY FRAMEWORK' with a search icon. The main header features a cityscape image with 'Strategy Dashboard' text and a breadcrumb trail: 'Home > Vision > Strategy Dashboard'. Social media icons for Facebook, Twitter, LinkedIn, Email, and Print are on the right. The main content area is divided into three columns: 'Institutional Practices' (Future Datasets: Demographics, Human Resources, Departments & Maps), 'Living Conditions' (Future Datasets: Department Outputs, Services Offered), and 'Health Outcomes' (Live Dataset: Average Lifespan, Future Datasets).

MILWAUKEE COUNTY
Vision

Milwaukee County How Do I... Our County Residents Businesses News & Events

STRATEGY DASHBOARD HEALTH & EQUITY FRAMEWORK

Strategy Dashboard

Home > Vision > Strategy Dashboard

f | t | in | e | p

Institutional Practices
Future Datasets

- Demographics
- Human Resources
- Departments & Maps

Living Conditions
Future Datasets

- Department Outputs
- Services Offered

Health Outcomes
Live Dataset

- Average Lifespan

Future Datasets

Roadmap

Go live with dashboard

Continue to develop, acquire, and display key strategic and community health metrics

Standardize process for dashboard production

Development of department outcomes

Dashboard production becomes standard business process



**MILWAUKEE
COUNTY**

Strategy Teams Updates



Strategy Teams

1. Create Intentional Inclusion

I
Diversity & Inclusion Team - Margo Franklin

1A: Reflect the full diversity of the County at every level of County government

1B: Create and nurture an inclusive culture across the County government

II
Equitable Contracting Team – Sherri Jordan

1C: Increase the number of County contracts awarded to minority and women-owned businesses

IV

Integration Team

2B: Break down silos across County government to maximize access to and quality of services offered

V

2C: Apply a racial equity lens to all decisions
Racial Equity Lens Team – Jeff Roman

III

Service Alignment Team – Mary Jo Meyers

2A: Determine what, where and how we deliver services to advance health equity

3. Invest in Equity

3A: Invest “upstream” to address root causes of health disparities

3B: Enhance the County’s fiscal health and sustainability

VI
Fiscal Health Team – Joe Lamers

3C: Dismantle barriers to diverse and inclusive communities

VII
Inclusive Communities Team – CEX & Jeff Roman

Team I: Diversity & Inclusion

1. Create Intentional Inclusion

1A: Reflect the full diversity of the County at every level of County government

1B: Create and nurture an inclusive culture across the County

Developing metrics to support future programming

Building a maturity model to show where Milwaukee County is on its D&I journey

Focusing on two areas:

- Workforce diversity -- hiring and recruitment
- Workforce inclusion - creating a culture of belonging

Working to establish both Employee Resource Groups and a Diversity & Inclusion Advisory Council



Team II: Equitable Contracting

1. Create Intentional Inclusion

1C: Increase the number of County contracts awarded to minority and women-owned businesses

Developed a survey to better understand:

- Does the length of time that a solicitation is open have an impact on participation?
- Where are solicitations advertised for public consumption?
- What are the barriers to participation in the departmental contract process?

Survey was disseminated to all departments in the administration this month

Results of the survey will be used to determine next steps for advancing this strategic objective



Team III: Service Alignment

2. Bridge the Gap

2A: Determine what, where and how we deliver services based to advance health equity

3. Invest in Equity

3A: Invest “upstream” to address root causes of health disparities

Developed an updated and strategically aligned template for all reporting to the County Board of Supervisors

Documented all County services (within the administration) including the expenditures by service, location, and alignment to the County’s Health Equity model

Collaborating with the Strategy Dashboard team to determine how best to invest further upstream and align services to meet resident needs



Team IV: Integration

2. Bridge the Gap

2B: Break down silos across County government to maximize access to and quality of services offered

Focused on the siloed nature of the County's organizational structure as a key barrier to maximizing access to and quality of services

Analyzed the current state of the County's structure and conducted an environmental scan of other comparable counties to identify opportunities for improvement

Presented recommendations to the County Board in September

Pursuing several structural changes in the 2022 budget process



Team V: Racial Equity Lens

2. Bridge the Gap

2C: Apply a racial equity lens to all decisions

Drafted a definition of Racial Equity for Milwaukee County

- (Incorporating Focus Group Feedback)

Drafted Recommendations of Key Concepts for Enterprise Learning

- (Supporting RE Lens Application)

Drafted Racial Equity Lens Definition & Draft RE Lens Application Graphic

Submitted key performance indicators

Currently Revising a Draft RE Census Survey & RE Inventory Design



Team VI: Fiscal Health

3. Invest in Equity

2C: Apply a racial equity lens to all decisions

Supporting the push for a local options sales tax to stabilize the county's finances

Developing recommendations for the Retirement Sustainability Task Force regarding the pension

Updated 5-year capital plan covering 2022-2026 will be used as a base for evaluating infrastructure needs and addressing infrastructure maintenance backlogs

Grants Division has supported 32 grant applications of which 11 have received awards totaling \$18 million, with other grant applications pending



Team VII: Diverse & Inclusive Communities

3. Invest in Equity

3C: Dismantle barriers to diverse and inclusive communities

Team includes elected officials from across the county's municipalities

Focused on two drivers:

- to increase quality of life and opportunity for people of color within the core of the city, and
- to address barriers to inclusion and increase positive experiences, access, and opportunity in municipalities

Identified four success measures that will be operationalized in collaboration with the Strategy Dashboard team:

- Change in perspectives from community members over time (longitudinal surveys)
- Increased access to transportation
- Increased access to housing
- Changes in culture and climate of organizations in favor of racial equity





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