

# 2021 Recommended Budget Overview

Prepared by the Office of the Comptroller

Scott B. Manske, CPA, Comptroller

Steve Cady, Research & Policy Director



# County Structural Budget Deficit

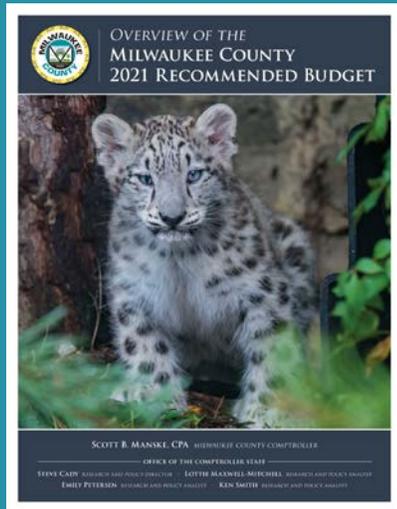
## Most Recent Five-year Fiscal Forecast:

- Ongoing expenditures projected to increase ~ 2.4% per year
- Ongoing revenues projected to increase ~ 1.0% per year

# State Tax Levy Cap

- Allowable increase for 2021 is \$3.6M or 1.19%
- The CEX Budget is at the tax levy limit
- Bond Sale on 9/30/20 (after CEX Budget) reduces debt service expenditures by \$513,566
- Amendment will be needed to reduce expenditures (and thus tax levy) as tax levy cap is now \$513,566 lower

# 2020 CEX Budget Fiscal Synopsis



**Total Expenditures: \$1,179,612,701**

- Decrease \$4.2M or 0.36%

**Total Revenues: \$874,919,753**

- Decrease \$7.8M or 0.88%

**Total Tax Levy: \$304,692,948**

- Increase of \$3,583,612 or 1.19%

# County Budget Gap

- Estimated **\$34.7** million Budget Gap for 2021

## Major Revenue Changes:

- Sales Tax revenue down \$7.4M
- Investment Earnings down \$3.1M
- Doyne Hospital payment down \$5M (last yr. of payment)
- Potawatomi revenue down \$1.6M

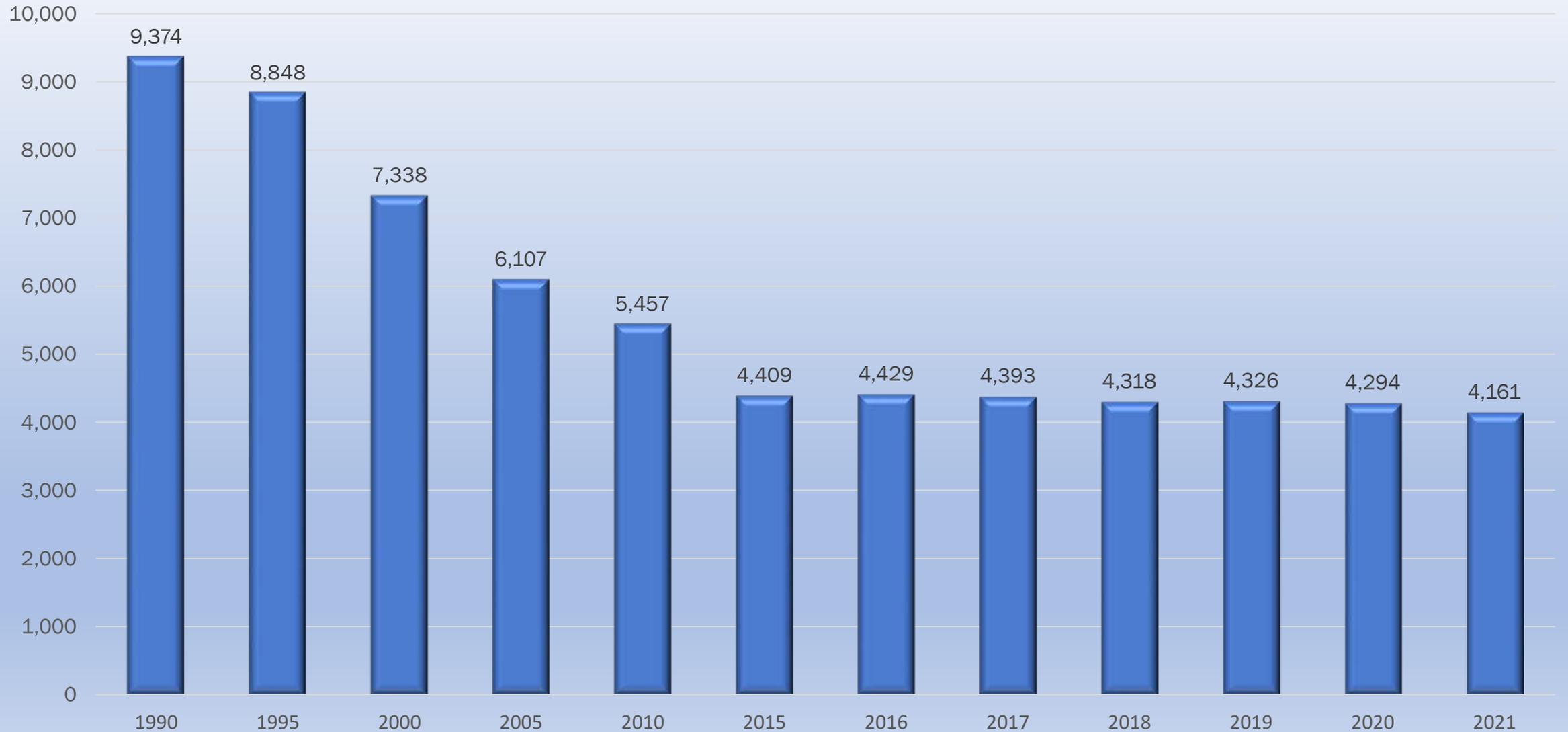
# Plugging the Gap

- \$10.7M - Departments “absorbed” cost-to-continue
- \$12.5M - Tax Levy Reduction Targets for Departments
- \$5.3M - Debt Service Reserve Contribution
- \$4.3M - Reduced cash financing in Capital
- \$4.9M – Supplant Transit tax levy with COVID-19 grant monies

# Funded FTE Positions

- 4,161 funded FTEs for 2021, a decrease of 133 FTEs
- FTE # includes Overtime and Vacancy and Turnover (V&T)
- 37 FTE New Positions created/funded. Cost offset by abolishments/unfunding/contractual savings
- County-wide Vacancy & Turnover of \$2M allocated to departmental budgets

### Full Time Equivalent Positions 1990 to 2021 Budget



# Racial Equity Lens

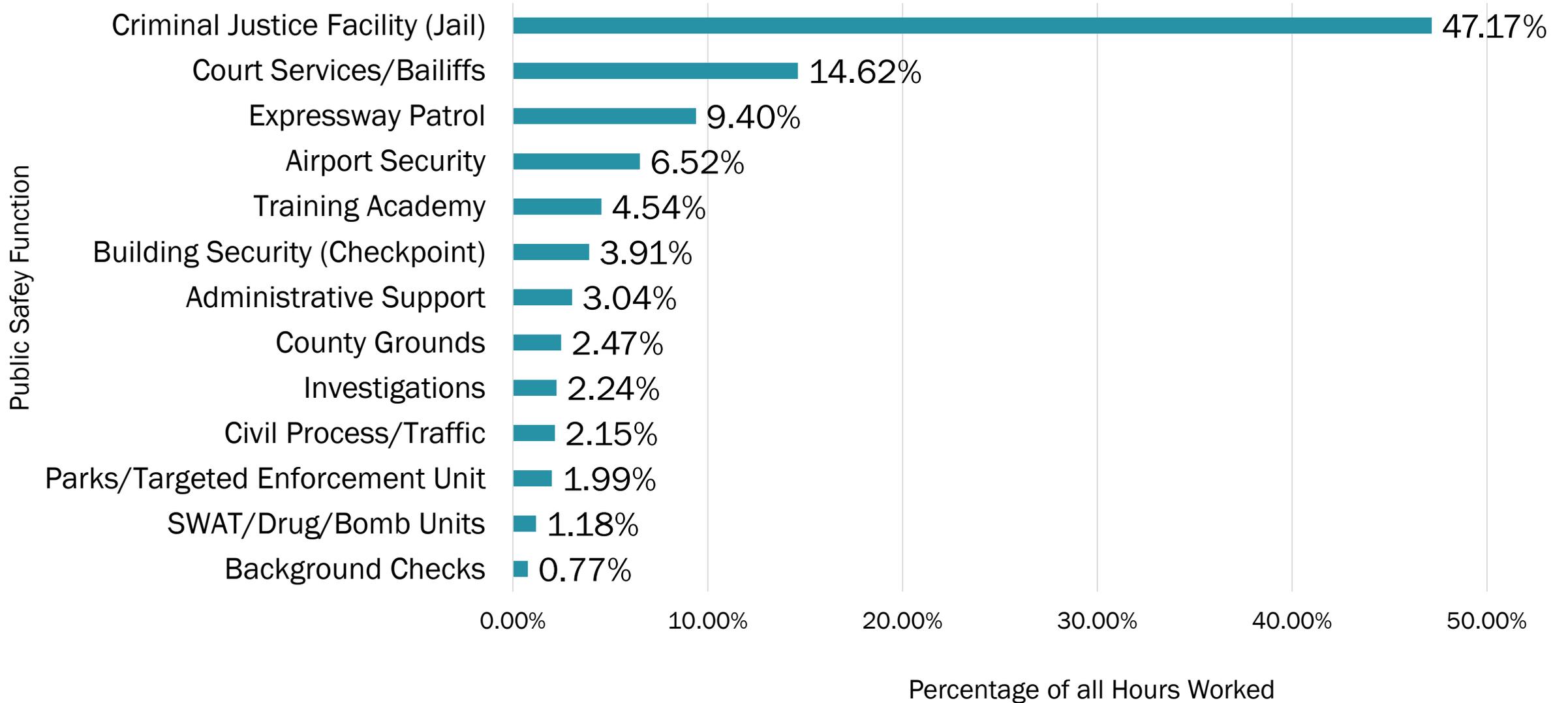
*In 2019, Milwaukee County declared racism a public health crisis.*

- Use of County's Racial Equity Budget Tool (REBT) to:
  - Make intentional connections between the strategic plan and the budget
  - Use racial equity as a guiding principle for important decisions
  - Initiate conversations on three-year strategic objectives
  - Provide baseline data on efforts to inform decision

# Office of the Sheriff

- 2021 Tax Levy reduced by \$1.3M
- Six Deputy Sheriff positions abolished
- Sheriff implemented reforms related to search warrants, sensitivity training, and community dialogue

# 2019 Sheriff Work Assignments



# 2021 Debt Service Reserve

Projected Balance as of 12/31/2020	\$35.3M
2021 Recommended Budget Use	<u>(\$5.3M)</u>
Projected Balance at end of 2021	\$42.5M

2021 Budget: \$1.7M more from Debt Service Reserve than 2020

# Employee Wages

- **\$0.93M** for 1% raise for most employees 6/27/21 (0.5% raise for high earners)
- **\$0.37M** provided for racial and gender equity adjustments based on HR review
- **\$0.9M** for Building & Construction Trades positions
- **\$1.34M** for Sheriff Deputy Assn. Agreement (Last Agreement was 2015 to 2018)
- **\$0** for step increases, merit adjustments, or retention funds

# Employee Benefits

- Health care benefits remain unchanged with same monthly premiums, co-pays, and deductibles.
- Flexible Spending Account Contribution remains the same for 2020 with \$1 to \$1 match up to \$1,000
- Most employee pension contributions remain at 6.2% of wages. Public Safety contributions scheduled to go to 9.7% from 8.9%. Subject to bargaining.

# Vehicle Registration Fee (VRF)

- VRF stays at \$30
- Total VRF revenue = \$17.1M  
\$16M in Transit and \$1.1M in Highway Maintenance
- Every \$5 increase in VRF yields \$2.8M to offset transportation-related expenses

# Transit Funding & Reliance on CARES Act

- No service changes proposed for Transit
- Use of CARES Act funding to cover budget
- Transit tax levy to be reduced ~\$5M to help mitigate further reductions in the budget

## Tentative MCTS Expenditure Schedule of Transit CARES Act Dollars

Year	Amount (Rounded)
2020	\$20-25 million
2021	\$12.75-20 million
2022- 2025	\$9.9-22.15 million
<b>TOTAL</b>	<b>\$54.9 million</b>

# DHHS: Behavioral Health Division

## 2013 Wisconsin Act 203:

- Created the Mental Health Board (MHB)
- Shifted governance from County Board to MHB in 2014

*Corporation Counsel has advised that per statute, the County Board “shall incorporate into the budget for Milwaukee County” the “tax levy amount as proposed by the county executive,” the community aids allocation allocated by the Board under § 51.41(4)(b)3, and the balance of the total mental health budget amount proposed to the County Executive by MHB. § 51.41 (4)(b)4, Stats.*

# BHD Tax Levy

2020 Adopted BHD Tax Levy	\$55.9M
2021 Recommended Tax Levy	<u>\$53.1M</u>
Change from 2020 to 2021	(\$2.8M)

- 2013 WI Act 203 mandates a minimum BHD levy of \$53M and a maximum levy of \$65M
- 2021 Operating Budget includes \$2M from BHD reserves, the same as 2020
- \$3.8M Contribution from BHD Reserves to Capital Project for Youth Services Admin Relocation

# DDHS & Aging Integration

- Department on Aging is moved to DHHS as part of No Wrong Door initiative
  - Ensures access to all eligible services
- No changes to Commission on Aging or Aging and Disabilities Resource Center
- \$271,000 in savings used to retain senior programming and meet tax levy targets

Department on Aging Merger into DHHS Position Actions		
Position	Salary	Action
Program Coordinator - Resource Center	(\$71,892)	Unfund
Director Administration - Aging	(\$101,364)	Abolish
Administrator Finance - Aging	(\$98,274)	Unfund
Executive Director Aging	(\$116,086)	Unfund
Division Administrator- Aging	\$116,076	Create
Total:	(\$271,540)	

# Parks Department & Milwaukee County Zoo

- Parks Department and the Zoo are segregating \$494,000 and \$908,000, respectively
  - Expenditures cannot be made until revenues benchmarks met
- Four outdoor pools will be closed
  - Noyes Indoor Pool will not open until fall 2021
- Half of the wading pools and splash pools will open
- Domes & Boerner Botanical Gardens open on opposite schedules
  - Domes open in winter, Boerner open in summer
- Zoo will bring back major events, including Zoo a la Carte and Holiday Night Lights, to raise revenue

# Capital Improvements Program

64 Capital Projects (60 non-airport & 4 airport)

**Required for non-airport projects: \$57.3M**

Financed by:

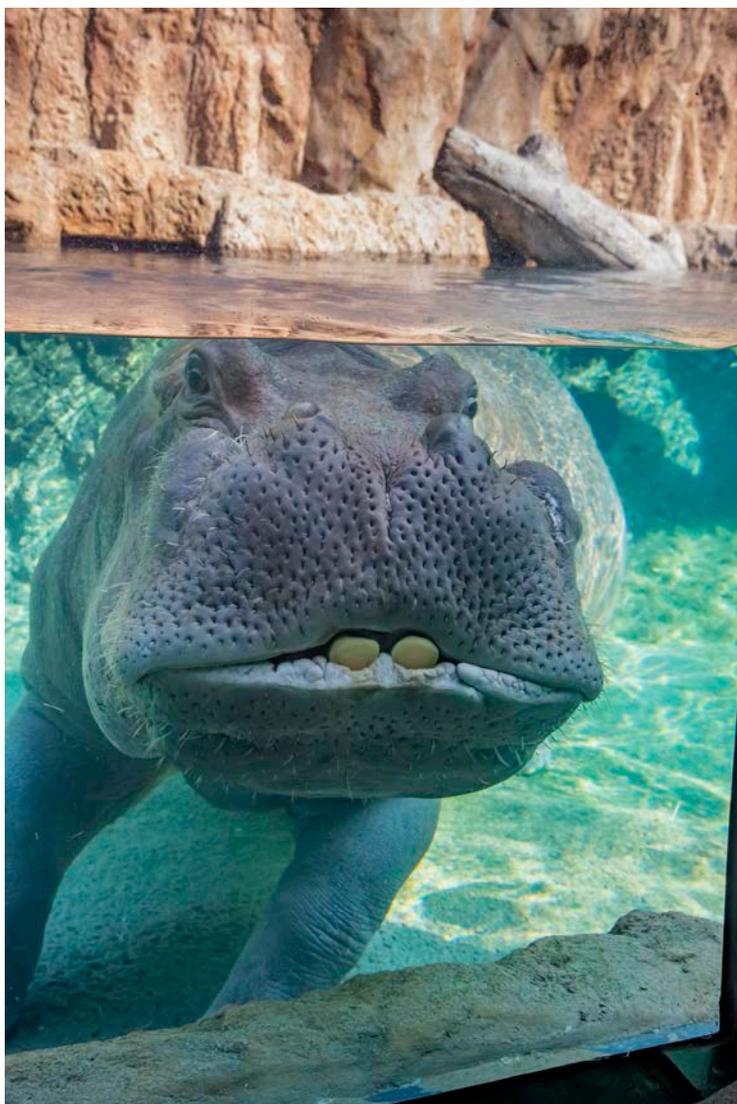
General Obligation Bonds	\$46.3M
Sales Tax Revenue (cash)	\$7.3M
Misc. Revenue (DHHS-BHD Reserve)	\$3.7M

# Capital Improvements Committee (CIC) and Bonding Limits

- CIC recommends Five Year Capital Improvements Plan
- 2021 self-imposed bonding limit is \$46.3M
- Recommended Budget is at the bonding limit
- Comparison of CIC Plan to Recommended Capital Budget included at the end of Section 4 of the Overview

# Capital Projects

DHHS-Youth Serv. Admin. Reloc	\$4.7M
➤ (\$3.8M from BHD Reserves)	
14 Replacement Buses	\$7M
Playground Replacements	
➤ Rainbow, Pulaski, Lindsay, and Vogel	\$1.1M
Mitchell Park Domes Mesh Repair	\$0.5M
Zoo Elephant Water Filtration	\$4M
➤ (\$2M from Zoological Society)	



# Capital Projects

## Forensic Science Center

- Proposal is to partner with MCW to design and construct the interior within a shell constructed, owned, and managed by MCW. Ongoing lease payments of ~\$1.7M/year
  - House Medical Examiner and OEM
- \$11.2M allocated in 2020
- \$3.3M budgeted in 2021
- Estimated cost of the Project is now \$47.2M

# 2021 Recommended Budget Overview

Prepared by the Office of the Comptroller

Scott B. Manske, Comptroller



# Office of the County Executive



## 2021 Recommended Budget

County Executive David Crowley

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

# Department Purpose & Strategic Alignment



- **For whom do you exist? Whom do you serve?**
  - The County Executive's Office exists to serve Milwaukee County's nearly 946,000 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

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# 2020 Successes



- Set the stage for collaborative working relationships with the County Board and other elected officials to advance a common vision
  - First strategic planning process in 20 years will advance this vision in partnership with County Board
- Continued to lead the charge in elevating health and racial equity nationwide
  - 130 communities have followed suit after County's 2019 declaration of racism as a public health crisis ([American Public Health Association](#))
- Submitted a balanced 2021 budget focusing on racial equity, despite facing a \$42.5 million gap
  - For the first time, all departments and elected officials submitted a Racial Equity Budget Tool

# 2020 Successes



- Directed Milwaukee County government’s response to COVID-19, including the facilitation of the Unified Emergency Operations Center, a collaborative effort among the county’s 19 municipalities and 11 health departments
- Oversaw allocation of \$77 million in CARES funding to address critical needs such as mental health in the face of increasing EMS calls for suicide and overdose, economic support for small struggling businesses, and eviction prevention in the wake of significant unemployment
- Increased the representative diversity of cabinet-level leaders
  - 46% of Milwaukee County department heads are women and over half are African-American—up from 31% from May swearing in

# Challenges



- Recognizing that “normalizing” conversations about race and racism is a continuous process
- Working to align departments and services across the County that have historically been siloed
- Navigating differing—and sometimes contradictory—state and municipal public health orders
- Working toward a sustainable funding solution for Milwaukee County in a politicized environment

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# Strategic Focus Area Alignment



## Create Intentional Inclusion

Increased diversity of hiring panels

More equitable distribution of salary increases

Continued racial equity training for all staff

## Bridge the Gap

Integration of DHHS, Aging and VS to create more seamless access to services

Improved data analytics capacity to increase public transparency and data-based decision-making

## Invest in Equity

Continuation and potential expansion of BRT to connect people to jobs

Removing barriers so that small and minority-owned businesses can compete for County contracts

Creating new Grants Procurement Office to secure additional funding for health and racial equity

# 2021 Changes

- The County Executive's Office budget is primarily comprised of staffing costs, with a small allocation for office supplies
- Budget includes an approximate \$6,000 increase in tax levy, mainly due to reallocation for a staff position under file [20-458](#)

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# Office of the County Executive – Office of Government Affairs



## 2021 Recommended Budget

County Executive David Crowley

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# Department Purpose & Strategic Alignment



- **For whom do you exist? Whom do you serve?**
  - 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
- **How does your department align to the County's vision?**
  - Government Affairs staff are working to ensure the County has sufficient resources to achieve its vision by advocating at the federal level for direct, flexible funding and at the state level for a local option sales tax

# 2020 Successes



- Built a county-wide network of support to advance Fair Deal Work Group recommendations via [Move Forward MKE](#)—including the pursuit of legislation to authorize Milwaukee County to seek a **binding referendum for a 1 cent sales tax increase**
- Introduced legislation in the House and the Senate and received a **public hearing** in the Republican controlled Assembly by the Ways and Means Committee; secured bi-partisan interest on the proposal going into the next legislative session
- Expanded of the coalition to include the **Wisconsin Counties Association and the League of Municipalities**; WCA included in their lobbying platform the call for counties to seek binding referendum for a 1 cent sales tax increase
- County Executive joined **National Association of Counties** board of directors
- Lobbying efforts enabled **allocation of \$77 million in federal Coronavirus Aid, Relief, and Economic Security (CARES) Act** dollars to Milwaukee County to support essential services during the pandemic

# Challenges



- **The State budget in the next biennium.** The State’s surplus has been impacted as a result of the economic downturn and projected pandemic costs. Without intervention by Congress and the Administration to provide additional support, Wisconsin will likely be forced to reconsider discretionary spending formulas. That could mean that state shared revenue is in danger.
- **The November election and fractured nature of state government.** If the majority party succeeds in securing a veto-proof Legislature, Milwaukee County’s work to cultivate bipartisan relationships becomes even more important, especially during the State’s consideration of the budget.
- **The need to change the perception of Milwaukee County.** Milwaukee is the economic engine of the state, not a drain on resources. We will need to consistently show *why* achieving health, racial equity, and prosperity for everyone in our community will only make Wisconsin stronger.

# Strategic Focus Area Alignment

- The Office of Government Affairs will **Invest in Equity** by:
  - Working with federal policymakers in Congress and the Administration to **illustrate the need for direct and flexible funding** throughout the pandemic
  - **Cultivating relationships** with every member of Wisconsin's congressional delegation and their staff both in-state and in Washington, D.C.
  - Providing federal officials with **reliable and timely data** about the impact of the pandemic on the community at home
  - Working with the Wisconsin Counties Association and the National Association of Counties to frequently meet with congressional delegation members and ensure that the **voice of county government is heard**
- These activities aim to ensure that Milwaukee County has sufficient funding to support critical services such as mental health, transportation and economic support for the residents who need it most



# 2021 Changes

- The Office of Government Affairs' budget is primarily comprised of staffing costs, with line items to support memberships to organizations such as the Wisconsin Policy Forum and Intergovernmental Cooperation Council
- The 2021 budget reflects an approximate \$35,000 tax levy increase, which is due to moving funding for the Wisconsin Counties Association membership from the Office of the County Clerk

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# Closing

- Our budget is a reflection of our values, and should advance our vision
- The Administration will keep in mind the Chairwoman's guiding principles for this budget process: **racial equity, preparation, collaboration, sustainability,** and **decorum**
- Thank you for your partnership

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# Questions?



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# Org 1950 – Employee Fringe Benefits

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## 2021 Recommended Budget

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# Fringe Budget Net Cost

Item	2020 Budget	2021 Budget	Change
Health Care	\$101.1	\$100.7	(\$0.4)
Pension	\$99.1	\$97.9	(\$1.2)
Other Benefits	\$2.8	\$4.5	\$1.8
<b>TOTAL</b>	<b>\$203.0</b>	<b>\$203.1</b>	<b>\$0.1</b>

All figures presented in millions

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# Fringe Budget Net Cost

Item	2021 Budget	Active Share	Retiree Share	Active Share %
Health Care	\$100.7	\$47.7	\$53.0	47.4%
Pension	\$97.9	\$21.9	\$76.0	22.4%
Other Benefits	\$4.5	\$1.7	\$2.8	36.4%
<b>TOTAL</b>	<b>\$203.1</b>	<b>\$71.3</b>	<b>\$131.8</b>	<b>35.1%</b>

All figures presented in millions

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# Benefits in 2021 Budget

- No major changes
  - Employee health and dental premiums not increasing for third consecutive year.
  - Pension contribution remains at 6.2% for general employees.
- Retiree Health Care: Benefits division will work with UHC to increase enrollment in Medicare Advantage.
- Termination of benefits for employees who leave County is moved to end of the month, following industry standards.

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# Health Care

- Prescription Drugs: \$1.6M
- Medical Claims: (\$600k)
- Medicare Reimbursement: (\$500k)
- Employee FSA: (\$500k)
  - No change to FSA benefit, savings are due to utilization assumptions.
- Stop Loss: (\$400k)
  
- **Total Net Effect: \$400k cost decrease**

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# Health Care Long-Term Costs

- Long-Term Trend: Large annual health care increase
- Short-Term Trend: Roughly flat
  - Covid-19 impacts.
- 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: \$1.2 Billion

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# 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 75% funded.

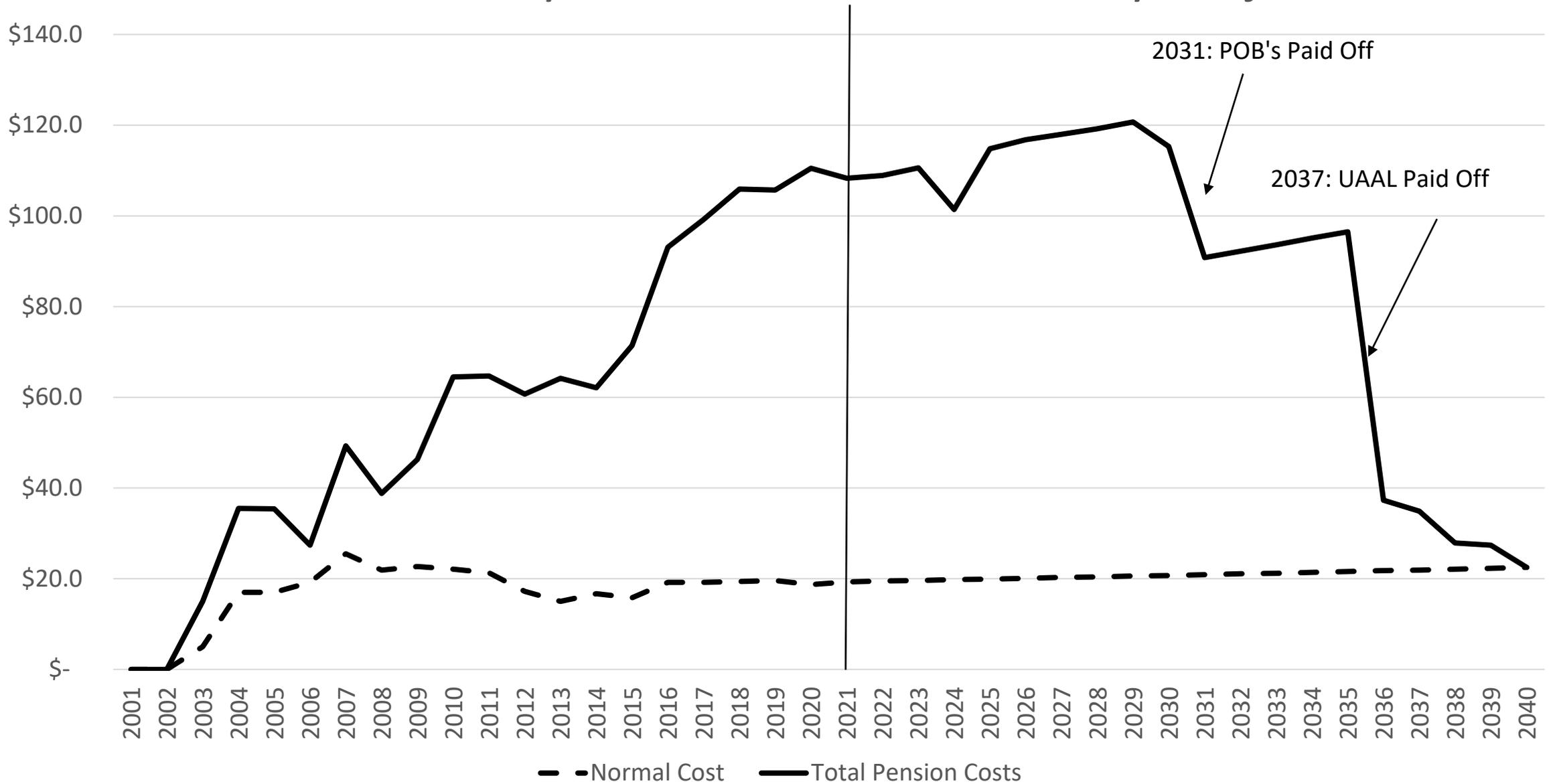
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# 2021 Budget Pension

Item	2020 Budget	2021 Budget	2020/21 Change
OBRA Retirement System Contrib.	\$373,000	\$703,000	\$330,000
ERS Normal Cost	\$18,700,000	\$19,536,000	\$836,000
ERS Unfunded Actuarial Liability	\$58,364,000	\$56,193,000	(\$2,171,000)
Pension Obligation Bonds	\$33,430,512	\$33,421,119	(\$9,393)
Doyne Pension	\$944,000	\$0	(\$944,000)
<b>TOTAL Pension Costs</b>	<b>\$111,811,512</b>	<b>\$109,773,881</b>	<b>(\$1,958,393)</b>

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# Milwaukee County Gross Pension Cost History/Projection



# Questions?

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# Office on African American Affairs (OAAA)



## 2021 Recommended Budget

Jeffery Roman, Executive Director

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# OAAA Purpose & Strategic Alignment

The Office on African American Affairs serves to support the county and empower the community to achieve positive, long-term, sustainable outcomes through employing a multifaceted racial equity model that convenes and facilitates county and community partners to systematically confront and address racial inequities, and to assist the County in making its vision 'by achieving racial equity, Milwaukee is the healthiest county in Wisconsin' a reality. To achieve this vision, OAAA provides advice, guidance, education, research and technical assistance.



# 2020 Success: Strengthened Commitment to Advance Racial Equity at County

- In early 2020, Milwaukee County established Chapter 108 “Achieving Racial Equity and Health” of the Milwaukee County Code of General Ordinances. The ordinance strategically positions OAAA to support the County in reaching its vision of “*Achieving racial equity and becoming the healthiest county in Wisconsin.*” Since, OAAA has received and responded to over 40 requests for RE guidance and support from county departments, municipalities, and leadership.
- Launched a Racial Equity Employee Survey to assess countywide culture and capacity to advance equity, and a Racial Equity Budget Tool (REBT) to center RE in the county's 2021 budget decisions; and
- Continues to play a key role in centering RE in Milwaukee's County strategic plan, community engagement, and HR interview/hiring processes.



LOCAL AND REGIONAL  
GOVERNMENT ALLIANCE ON  
**RACE & EQUITY**

Milwaukee County Passes  
Ordinance on Racial Equity!



By achieving racial equity, Milwaukee  
is the **healthiest county in Wisconsin.**

Milwaukee County government has been committed to understanding the link between race, government and health and how their institution has contributed to inequities. As a government body, we recognize our power to make change at a systemic level. Milwaukee County passed an ordinance that commits them to identify and address policies, practices and power structures that, whether intentionally or unintentionally, work in favor of white people and create barriers for black, brown, and indigenous people. The ordinance ensures racial equity is a top priority of Milwaukee County government and remains larger than any one government leader. Officials signed the ordinance one year after Milwaukee County passes a first-of-kind resolution declaring racism as a public health crisis in May 2019..

# 2020 Success: Building Trust & Response to COVID-19

- Even as we've faced an ongoing pandemic and civil unrest, OAAA has increased community engagement and public communications, and has supported county and community responses to COVID-19.
- OAAA continues to be a key and active partner in the County UEOC-Public Health Collaborative, We Care Coalition, STOP COVID-19 Creative Health Collective, and Milwaukee Community & Civic Response Teams.
- First gov't in the nation to declare racism as a public health crisis, OAAA helped raise the profile of Milwaukee County, including coverage in local and national publications and substantial growth in social media content.
- Attended over 200 community meetings and events, updated webpage to include RE Tools & Resources to increase cross-sector alliance development.

## Governments are declaring racism a public health crisis. What comes next?

Milwaukee County's 2019 resolution blazed a trail for more than 120 U.S. governments in declaring racism a public health crisis. Now, leaders must look internally to prioritize equitable budgeting and employee training.



# 2020 Success: Grants and Strategic Partnerships

## Grants Awarded

- Edward Byrne Memorial Justice Assistance Grant, FY 2020 Local Solicitation for **\$826,377** from the U.S. Department of Justice (Awarded: September 2020 for work with Milwaukee County CJC)
- Coronavirus Emergency Supplemental Funding Program, FY 2020 Solicitation for **\$58,008** from the U.S. Department of Justice (May 2020)

## Grants Pending / In Development

- RFI for Upward Mobility Cohort, for **\$125,000** from the Urban Institute and Bill & Melinda Gates Foundation (LOI Submitted: Sept. 2020, Pending invitation to submit full proposal)
- Pursuing Robert Wood Johnson Foundation Research to Advance Racial Equity and Justice Policies for Action grant for **\$250,000** (proposal due November 2020)

## Community and Strategic Partnerships

- Advancing A Healthier Wisconsin Endowment: Urgent Response to COVID-19 for **\$500,000** with Milwaukee Health Department and Medical College of WI (April 2020)
- Strategic collaborations with Milwaukee County CJC, ICC, departments and municipalities.



# 2020 Success: Appointment of Jeff Roman as OAAA Executive Director



- CEX David Crowley appointed Jeffery Roman as the new Executive Director of OAAA this past July.
- Roman's appointment, recently confirmed by the Milwaukee County Board of Supervisors, will enable the County to play a much larger role in advancing health and racial equity throughout the region.
- Roman is a Milwaukee native who has extensive experience mobilizing equity-centered programs, policy advocacy and collective impact initiatives. He has a long track record of working with grassroots, philanthropy, nonprofits and the public sector, as well as diverse groups of Milwaukee residents.
- He is a trained RETOC facilitator who brings a wealth of relationships and knowledge on equity indicators, practices and principles to the County that will strengthen and drive our RE work.

# Challenges: Name and Opportunity

**OAAA is strategically positioned to advance the county's strategic plan and to be a key driver in achieving racial equity to become the healthiest county in Wisconsin. But there are a few challenges that we see as opportunities:**

- OAAA's name does not accurately reflect the full scope of work it does and is asked to do. Our name limits our reach and ability to strengthen relationships with those needed to reach the county's health and racial equity vision, and places the burden of eliminating racism, disparity and inequities on African American residents.
- OAAA's work has primarily been internal facing with a focus on training and advising the county's workforce, leadership and departments on RE matters, which does not fully align with OAAA's original intention/creation.
- There is an expectation and expressed desire that OAAA increases its external presence and strengthens its partnership and investment within AA communities through increased awareness, engagement, and capacity building resources. Lifting this work will take time and increased investment.
- OAAA is committed to both and but has limited staff capacity and is limited to the county's tax levy. Diversification of OAAA funding and rethinking the county's ability to redistribute county resources and investment is critical to advancing the county's strategic plan and equity vision.



# Strategic Focus Area Alignment



- **Create Intentional Inclusion:**
  - Change culture through education, continuous improvement, and authentic community engagement
  - Confront behaviors, practices and policies that hinder equity and inclusion
- **Bridge the Gap:**
  - Normalize conversation on race and equity through training, advising, coaching, and capacity building
  - Increase awareness and understanding of racial inequities and health disparities
- **Invest in Equity:**
  - Strengthen county's public health infrastructure
  - Eliminate barriers to services, employment, and economic inclusion
  - Invest in impacted communities



# OAAA Equity Lenses and Impact Indicators

<b>RACIAL EQUITY</b>	<b>HEALTH EQUITY</b>	<b>ECONOMIC EQUITY</b>
Individual, Interpersonal, Institutional Bias and Racism	Social Determinants of Health and Public Health ID	Economic Inclusion and Upward Mobility

## MILWAUKEE COUNTY STRATEGIC PLAN FOCUS AREAS

Intentional Inclusion	Bridge the Gap	Invest in Equity
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<b>Milwaukee County Residents and Impacted Communities</b>	<b>Milwaukee County Workforce, Departments and Municipalities</b>
ACCESS	CULTURE
AWARENESS	COMMITMENT
PARTICIPATION	CAPACITY
INVESTMENT	COMMUNITY COHESION



# 2021 Budget Changes

## Levy reduction and impact on OAAA services

- Levy reduction cuts have been made with minimal disruption to essential responsibilities.
- OAAA's essential responsibilities remain providing guidance, education, research and technical assistance and supporting the County vision and strategic planning priorities through training, community engagement and measuring the impacts on communities most impacted by health and racial disparities.
- Budget reductions have been carefully vetted to ensure OAAA will be able to connect with and support county leadership, departments, municipalities and community partners as OAAA anticipates an unprecedented increase in requests for collaboration in 2021



*Mural art by Dre Black, 2019*

# Thank You

- Comments?
- Questions?



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# Office of Corporation Counsel

“The OCC”



## 2021 Recommended Budget

Margaret Daun, Corporation Counsel

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# Department Purpose & Strategic Alignment

- For whom do you exist? Whom do you serve?
  - We are the law firm for the County.
- How does your department align to the County's vision?
  - Our workplace reflects the community we are part of and that we serve; we celebrate the diverse voices of our employees and of our clients.

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# 2020 Successes

- Briefly highlight successes from 2020 that advanced the County's vision of "By achieving racial equity, Milwaukee is the healthiest county in Wisconsin"
  - Department-wide mentoring and 1:1s
  - Raise OCC visibility through Community and speaking engagements
  - Work with MU Law School- internship host
  - Small, agile team of 22 total employees: with a diversity rating of approx. 23%,
  - On track to meet or exceed revenue target of \$200k before year end

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# Challenges

- What are the greatest challenges your department faces in terms of advancing the strategic plan?
  - *Address salary disparity and equity*
  - *Fill open positions*
  - *Expand our team*
- *In 2021, to continue to serve you we will need:*
  - *No more cuts to our budget*
  - *Staffing*

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# Strategic Focus Area Alignment

- Equity Budget Highlights:
  - Hire diverse talent within
  - Grow affinity organization connections
  - General Counsel Forum – Diversity Stats
  - WCMIC/OC Strategic partnerships

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



# 2021 Changes



<b>OCC Budget Summary</b>			
	<b>2020</b>	<b>2021</b>	<b>Variance</b>
<b>Personnel</b>	\$2,139,282	\$2,120,833	(\$18,449)
<b>Operational</b>	\$123,226	\$107,534	(\$15,692)
<b>Debt &amp; Depreciation</b>	\$0	\$0	\$0
<b>Capital Exps.</b>	\$0	\$0	\$0
<b>Interdepartmental (revenue)</b>	(\$949,387)	(\$904,050)	\$45,337
<b>Total</b>	<b>\$1,313,121</b>	<b>\$1,324,317</b>	<b>\$11,196</b>
<b>Revenues</b>	\$200,000	\$200,000	\$0
<b>Tax Levy</b>	\$1,113,121	\$1,124,317	\$11,196

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# Closing

As we look to 2021...

**To achieve more and amplify our results, resources are as important as our resourcefulness.**

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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