

2022 Recommended Budget Overview

Prepared by the Office of the Comptroller
Scott B. Manske, CPA, Comptroller
Steve Cady, Research and Policy Director

October 11, 2021



Budget Gaps and Five-year Fiscal Forecast

- 2022 projected budget gap = \$20M
- Ongoing projected expenditure increase = ~2.4% per Year
- Ongoing projected revenue increase = ~1.0% per Year



State Tax Levy Cap

Allows for change in:

Net New Construction	\$2,945,630
Change in Debt Service	\$993,910
Change in EMS Levy	\$1,824,632
Personal Property Aid Adj.	(\$117,747)
SEWRPC Levy Change	<u>(\$36,830)</u>
Maximum Additional Levy:	\$5,609,595



CEX Recommended Tax Levy

- 2021 Adopted Tax Levy \$303,968,779
- 2022 Recommended Tax Levy \$309,578,373

Increase from 2021 Adopted \$5,609,594

- Represents increase of 1.85%
- Recommended levy reflects state limit



2022 CEX Budget Fiscal Synopsis

Expenditures	Increase from 2021
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\$1,281,284	\$101,275,944 +8.58%
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Revenues	Increase from 2021
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\$972,223,911	\$95,666,350 +10.91%
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COVID-19 Grants to Milwaukee County

General Grants	\$260.9M
Mass Transit	\$211.1M
Airport	\$ 64.3M
Zoo	\$ 6.8M
DHHS/BHD	\$ 71.8M
Other	<u>\$ 2.5M</u>
TOTAL COVID-19 Grants	\$617.4M



**awarded in 2020 and 2021*

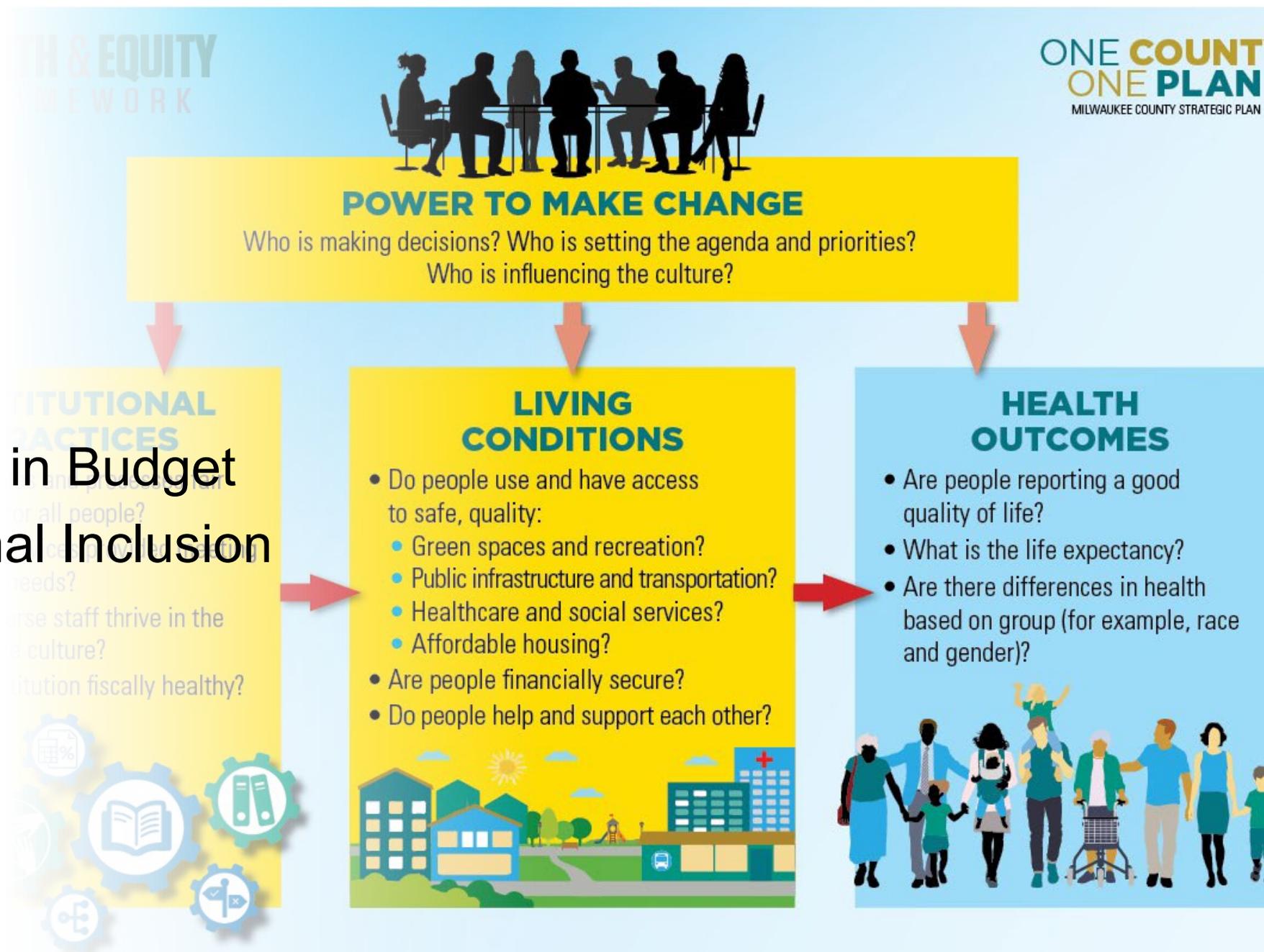
Commitment to Health and Racial Equity



MILWAUKEE
COUNTY

Commitment to Racial Equity

- Three focus areas in Budget
 - Create Intentional Inclusion
 - Bridge the Gap
 - Invest in Equity



Racial Equity Focused Investment

- Four new positions in HR & Zoo to recruit diverse workforce
- New Children, Youth, and Family Services Division in DHHS
 - \$1.25M commitment to engage justice-involved youth via Credible Messengers Program
- \$2.5M to address race & gender pay disparities
- \$700K to reduce HOC and Jail resident telephone costs by 25%



Racial Equity Focused Investment

- Office on African American Affairs (OAAA) Restructured to Office of Equity:
 - ❖ New office to build upon OAAA's success to include communities of color in achieving racial & health equity
 - ❖ Director retitled to Chief Equity Officer
 - ❖ Six positions abolished & six new positions created



New Office of Strategy, Budget & Performance



MILWAUKEE
COUNTY

Office of Strategy, Budget & Performance

- One position created & 18 positions transferred in from DAS-PSB, DAS-Grants Procurement, DAS-Central Business Office, and CEX Office
- Three Divisions:
 - ❖ Strategy (one position)
 - ❖ Budget (eight positions)
 - ❖ Project Management Office (ten positions)
(formerly DAS-Grants Procurement)



Office of Strategy, Budget & Performance

- Reorganization based on consultant recommendation to align critical resources to promote County's fiscal health
- Strategy Division to drive progress toward achieving Strategic Plan & measure Key Performance Indicators
- Project Management Office formed to implement Countywide grant development & internal communications systems



Transit Challenge

- No major changes to transit service for 2022
- **\$71.9M** in COVID-19 funding earmarked to maintain service

Special funding to be depleted by 2024 or as early as 2023



BHD Service Changes

- New Mental Health Emergency Center to open near Coggs Center
- Granite Hills Facility expected to assume BHD inpatient care
- BHD tax levy of \$53M is at statutory minimum
- CEX & MHB oversee BHD operations



Parks Funding Challenges

- Six outdoor pools & aquatic centers scheduled to open next summer depending on lifeguard availability
- Seasonal funding slightly higher but increased wages keep labor hours flat
- \$40K to support swimming skills in diverse communities
- \$40K for MMSD partnership to train workers in green infrastructure
- Four new Maintenance Worker positions
- Golf fee increases



Employee Compensation

- 2% general raise beginning Q2
- \$2.5M allocated for equity adjustments after compensation study to be completed in 2022
- \$200K for Pathologists in MEDEX
- \$520K for targeted increases in DHHS, including Human Service Workers



Employee Compensation

- \$3/hour premium pay increase for Correctional Officers offset by \$4M in ARPA funding
- Percent of wages funded drops to 92.4% from 94.3%
- \$2.6M Vacancy and Turnover budgeted centrally
- Non-public safety employee pension contribution decreases to 6.1% from 6.2%
- Dental insurance changes to save \$300K



Capital Improvements Budget

- 80 projects funded for total expenditures of \$130.5M
- General Obligation Bonding of \$44.5M = \$41K under self-imposed limit
- Federal revenues offset \$31.8M for 60 new busses
- Parks receives \$13.2M for its projects
 - \$7.5M for McKinley & Dretzka parking lots



Capital Improvements

- \$15.6M for highway North Shop Replacement
- Debt Service Reserve contribution of \$7.2M, up \$1.5M
- DSR balance projected to be \$59.5M by end of 2022
- \$30.5M added from 2020 year-end surplus
- Capital Improvements Committee (CIC) advisory recommendations changed for several projects



Thank You!



**MILWAUKEE
COUNTY**

Office of the County Executive

2022 Recommended Budget

10/11/21



Department Purpose

- For whom does your department exist? Whom do you serve?
 - The County Executive's Office exists to serve Milwaukee County's 939,489 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



2021 Successes

- Prioritized public health across all County services in service of achieving our vision, while protecting the public from the ongoing pandemic
- Continued leading the charge in elevating health and racial equity nationwide
 - More than 200 local governments have followed suit after County's 2019 declaration of racism as a public health crisis
 - We are guiding a growing number of Wisconsin counties in declaring racism a public health crisis and taking action to address it
- Created and led seven strategy teams to advance the County's nine strategic objectives



2021 Successes

- Submitted a balanced 2021 budget focusing on racial & health equity, despite facing a \$20 million gap
- Created the Office of Grants and Special Projects, which has brought the County \$18m in grant funding to date
- Appointed 31 women and 22 people of color to the County's Boards and Commissions in 2021
- Continued working with elected officials across Milwaukee County to advance the County's mission and vision



Challenges

- Working toward a sustainable funding solution for Milwaukee County in a politicized environment
- Playing a leading role in advancing health equity without statutory authority or funding for public health functions
- Working to align departments and services across the County that have historically been siloed
- Continuing to provide effective, efficient government services while battling fiscal constraints and an ongoing pandemic



Strategic Focus Area Alignment

- Create Intentional Inclusion:
 - \$5 million to address disparities in workforce compensation according to race and gender
 - Three new positions in HR to support efforts to advance the diversity and inclusion strategic objectives
- Bridge the Gap:
 - Creation of a new Children Youth and Family Services Division in DHHS
 - Addition of two new data analytics positions in OEM focused on analyzing and addressing racial and health disparities
- Invest in Equity:
 - Despite County's fiscal challenges, provided largest property tax relief in recent memory for median homeowner
 - Historic expansion of mental health services for County residents



Changes in 2022

- The County Executive's Office budget remains largely the same as 2021, and is position-neutral compared to the previous budget
- The 2022 Budget re-aligns staff in the Office of the County Executive to provide additional support toward Milwaukee County's strategic plan.
- The following position actions are included in 2022 per the recommendations of an organization design consultant:
 - Transfer or consolidate three positions:
 - Transfer Strategic Plan Director to the Office of Strategy, Budget, and Performance.
 - Transfer Organizational Performance Director to the Office of Strategy, Budget, and Performance.
 - Consolidate Constituent Services Specialist and Senior Executive Assistant into one position
 - Create three positions:
 - Press Secretary
 - Public Affairs Director
 - Legislative Affairs Director



Changes in 2022

- Public Affairs Director
 - Responsible for coordinating messaging from the County Executive's office
 - Provides cross-cutting view and oversight of communications, community relations, and constituent services
- Press Secretary
 - Reports to Communication Director, assists Director in implementing and operationalizing communications strategy
- Legislative Affairs Director
 - Responsible for policy research, development, and guidance to the CEX
 - Serves as dedicated point-of-contact to Board members to quickly and efficiently answer questions and resolve concerns



Thank you for your service to the residents of Milwaukee County!

With our continued focus on equity, paired with the strategic use of limited resources, *together* we can continue our work towards a shared vision of becoming a healthier county



Questions?





**MILWAUKEE
COUNTY**

Government Affairs

2022 Recommended Budget

October 11, 2021



MILWAUKEE
COUNTY

Department Purpose

- 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
- Government Affairs staff are working to ensure the County has sufficient resources to achieve its vision.



2021 Successes

- Expanded county-wide network we created in support of Fair Deal Work Group recommendations via [Move Forward MKE](#) to a statewide coalition to secure legislation for a local option sales tax.
- Enhance perception of Milwaukee as a partner and valued thought leader with external organizations.
- State Budget
 - Local Option Sales Tax
 - NG 911 Grant Program
 - Youth Aides Increase
 - Child Support Enforcement Funding Increase
- Opioid Legislation

Secured over \$35 million

- State ARPA Requests
 - \$5.7 million – Mental Health Emergency Center
 - \$19 million – Mass Transit Aid
- Federal Member Designated Projects
 - \$4 million – MCTS (Moore)
 - \$2.5 million – MCTS Safety (Moore)
 - \$2 million – MCTS (Baldwin)
 - \$2.5 million – MHEC (Baldwin)



Challenges

- **COVID-19.** Ensuring Milwaukee County priorities relative to fiscal health remain a top legislative priority of the state, while they address urgent issues related to public health.
- **Legislative Session.** Maximize the limited remaining time in the legislative session to secure additional tools that further Milwaukee County's strategic vision.
- **Perception.** Continue to be intentional and focused relative to our legislative efforts, and ensure external stakeholders understand Milwaukee County's top priorities, and communicate *why* achieving health, racial equity, and prosperity for everyone in our community will make Wisconsin stronger.



Changes in 2022

- Government Affairs had a modest increase to enable us to secure additional resources at the federal and state level.



Closing

- Appreciate partnership with Milwaukee County Board to enable our department's successes.
- Department will continue advocating for Milwaukee County, growing partnerships to make us more effective, and secure resources that further our strategic vision to achieve racial equity in order to make Milwaukee County the healthiest county.



Questions?





**MILWAUKEE
COUNTY**

Government Affairs 2022 Budget Overview

Prepared by Alec Knutson, Government Affairs Director
Emily Petersen, Milwaukee County Board Government Affairs Liaison

October 11, 2021



Department Purpose

- 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
- Government Affairs staff are working to ensure the County has sufficient resources to achieve its vision.



2021 Successes

- Through [Move Forward MKE](#), we expanded our county-wide network we created in support of the Fair Deal Work Group's recommendations, to a statewide coalition to secure legislation for a local option sales tax.
- Enhance perception of Milwaukee as a partner and valued thought leader with external organizations.
- State Budget
 - Local Option Sales Tax (included in proposed budget)
 - Prevented reduction in shared revenue
 - 2% Increase in General Transportation Aids
 - \$36 million for Counties highway replacement
 - \$3.5 million for dementia care specialists at ADRCs
 - NG 911 Grant Program
 - Youth Aides Increase
 - Child Support Enforcement Funding Increase
- Passage of Opioid Settlement Legislation



2021 Successes

Secured over \$35 million

- State ARPA Requests
 - \$5.7 million – Mental Health Emergency Center
 - \$19 million – Mass Transit Aid
- Federal Member Designated Projects
 - \$4 million – MCTS (Moore)
 - \$2.5 million – MCTS Safety (Moore)
 - \$2 million – MCTS (Baldwin)
 - \$2.5 million – MHEC (Baldwin)



Challenges

- **COVID-19.** Ensure Milwaukee County priorities, particularly as it relates to fiscal health, remain visible to state legislators as they address urgent issues related to public health.
- **Legislative Session.** Maximize the limited remaining time in the legislative session to secure additional tools that further Milwaukee County's strategic vision.
- **Perception.** Continue to be intentional and focused relative to our legislative efforts. Ensure external stakeholders perceive Milwaukee County as a solutions-focused and valued thought partner, while appreciating *why* achieving health, racial equity, and prosperity for everyone in our community makes Wisconsin stronger.



Changes in 2022

- Government Affairs requested a modest increase to enable us to continue securing additional resources at the state and federal level.



Closing

- Appreciate partnership with Milwaukee County Board to enable our department's successes.
- Department will continue advocating for Milwaukee County, growing partnerships to make us more effective, and secure resources that further our strategic vision to achieve racial equity in order to make Milwaukee County the healthiest county.



Questions?





**MILWAUKEE
COUNTY**

Org 1950 – Employee Fringe Benefits



2022 Recommended Budget

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

Fringe Budget Net Cost



Item	2021 Budget	2022 Budget	Change
Health Care	\$100.7	\$99.1	(\$1.6)
Pension	\$97.9	\$95.6	(\$2.3)
Other Benefits	\$4.5	\$3.9	(\$0.6)
TOTAL	\$203.1	\$198.6	(\$4.5)

All figures presented in millions

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

Fringe Budget Net Cost



Item	2022 Budget	Active Share	Retiree Share	Active Share %
Health Care	\$99.1	\$46.2	\$52.9	46.6%
Pension	\$95.6	\$21.4	\$74.2	22.3%
Other Benefits	\$3.9	\$1.0	\$2.9	25.8%
TOTAL	\$198.6	\$68.6	\$130.0	34.5%

All figures presented in millions

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

Benefits in 2022 Budget

- Employee premiums not increasing for fourth consecutive year.
- Pension contribution decreases to 6.1% for general employees.
- Minor changes to dental deductible and coinsurance rates
- Budget reflects 2021 elimination of Stop Loss contract

One County, One Vision: By achieving racial equity,
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Health Care Budget Changes



Item	2022 Change
Prescription Drugs	\$1.2M
Medicare Part B	\$0.5M
Stop Loss Insurance	(\$2.0M)
Medical Claims	(\$0.4M)
Dental Insurance	(\$0.3M)
Employee FSA*	(\$0.2M)
Health Care Admin	(\$0.2M)
Wellness Contracting	(\$0.2M)
Net Changes	(\$1.6M)

*Costs decrease due to utilization projections – no change in FSA benefit

One County, One Vision: By achieving racial equity,
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Health Care Long-Term Costs

- Long-Term Trend: Large annual health care increase
- Short-Term Trend: Roughly flat or slight decreases
 - 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: \$1.3 Billion

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



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.

One County, One Vision: By achieving racial equity,
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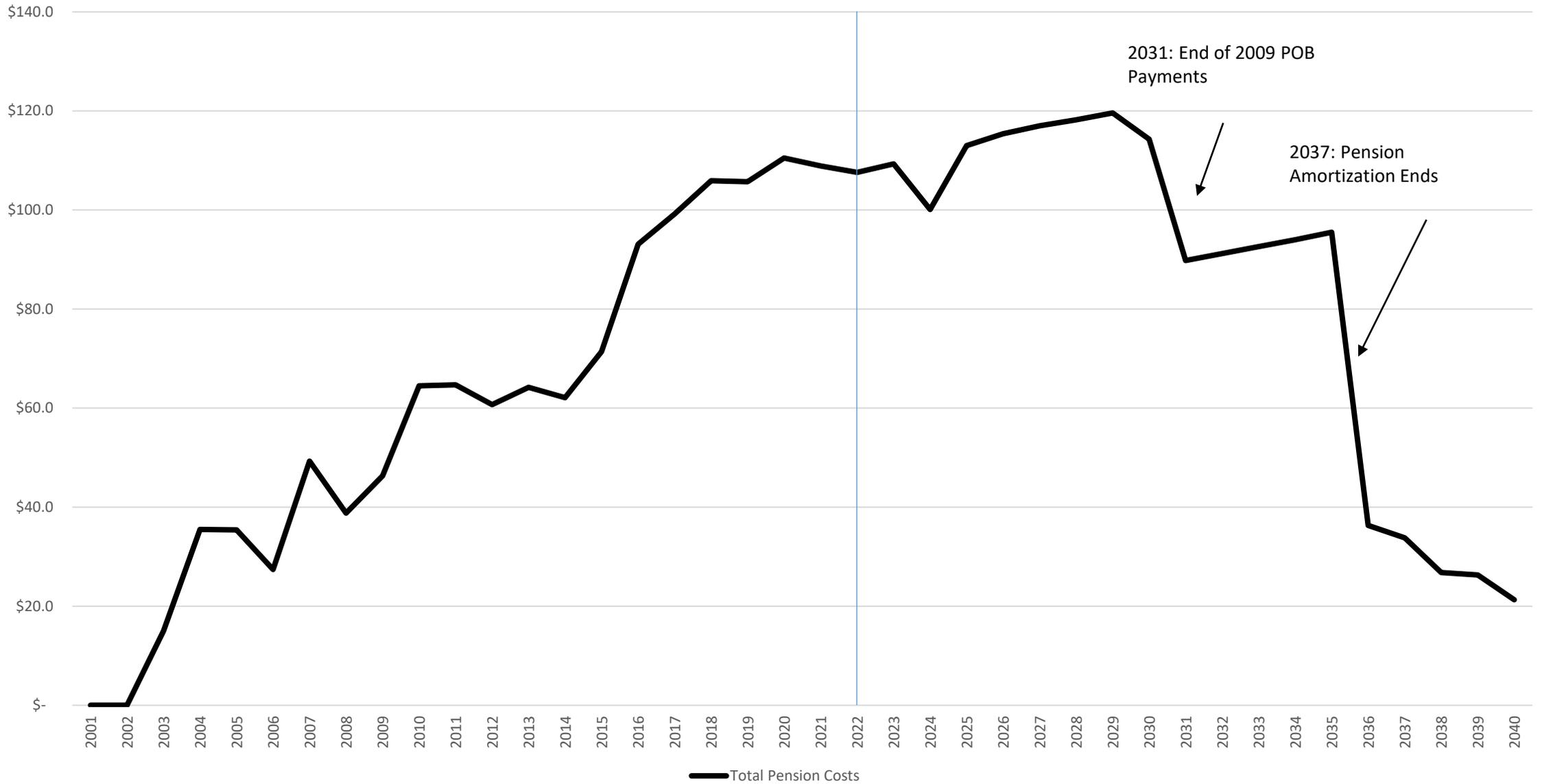
2022 - Pension



Item	2021 Budget	2022 Budget	2021/22 Change
OBRA Retirement System Contrib.	\$703,000	\$203,000	(\$500,000)
ERS Normal Cost	\$19,536,000	\$19,575,000	\$39,000
ERS Unfunded Actuarial Liability	\$56,193,000	\$54,663,000	(\$1,530,000)
Pension Obligation Bonds	\$33,421,119	\$33,411,838	(\$9,281)
Doyne Pension	\$0	\$0	\$0
Premium Pay - Pension	\$0	\$539,955	\$539,955
TOTAL Pension Costs	\$109,853,119	\$108,392,793	(\$1,460,326)

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

Milwaukee County Gross Pension Cost History/Projection



Questions?



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



Office of the Comptroller

Comptroller Scott B. Manske, CPA

Milwaukee County Office of the Comptroller

- The Office of the Comptroller maintains Milwaukee County's accounting books, monitors and reports on budget versus actual fiscal results, prepares annual financial reports of the government and government agencies, and analyzes proposals for the use of County funds
- Works to ensure that fiscal decisions are made based on sound financial information.
- The Audit Services Division conducts and issues performance audits that focus on reviewing internal accounting and administrative controls, compliance with applicable laws and regulations, economy and efficiency of operations, and effectiveness in achieving program results. A Diversity, Equity, and Inclusion review is conducted for each performance audit, and relevant findings which result are included in audit reports.



Office of the Comptroller

- Seven Services Areas:
 - Fiscal Services
 - Central Accounting
 - Central Payables
 - Central Capital
 - Central Payroll
 - Audit Services - Independent
 - Research Services



Office of the Comptroller

- Installed the Enterprise Resource Planning system known as Infor in June 2021.
 - New financial system for the following areas:
 - Accounts Payable
 - Procurement
 - Fixed Assets
 - Accounting
 - Capital Project Accounting
 - Debt Monitoring
 - Travel Expense Reporting
 - Cash Receipt and in the future, Receivables
 - Reporting

Office of the Comptroller

- Installed the new Dayforce Ceridian Payroll and Human Resource systems in January 2021
 - Have installed systems for
 - Payroll
 - Human Resources
 - Time and Attendance
 - Learning Management – June 2021
 - Talent Management – September 2021
 - Compensation and Performance – Future
 - Looking at Employee Benefits



Office of the Comptroller

- New Budget System is currently being negotiated.
 - Systems will be installed in next year and will include
 - Operating Budget
 - Capital Budget
 - Position Control



BUDGET SUMMARY

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$3,593,845	\$3,669,749	\$3,947,356	\$4,257,038	\$309,682
Operation Costs	\$768,459	\$918,698	\$779,114	\$695,417	(\$83,697)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdepartmental. Charges	(\$51,490)	(\$46,835)	(\$92,360)	(\$47,297)	\$45,063
Total Expenditures	\$4,310,814	\$4,541,612	\$4,634,110	\$4,905,158	\$271,048
Revenues					
Direct Revenue	\$317,027	\$310,965	\$143,000	\$143,000	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$317,027	\$310,965	\$143,000	\$143,000	\$0
Tax Levy	\$3,993,787	\$4,230,647	\$4,491,110	\$4,762,158	\$271,048
Personnel					
Full-Time Pos. (FTE)	62.0	61.0	62.0	62.0	0.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$14,467	\$25,466	\$0	\$0	\$0

Office of the Comptroller

- The Comptroller's Office has a slight increase in its 2022 tax levy compared to 2021.
- In an effort to keep the Comptroller's tax levy increase to a minimum, the 2022 budget maintains a high vacancy and turnover of \$363,760. This V&T is roughly 8.5 percent of total salaries.
- The Comptroller has a critical need to maintain at a minimum its current staffing in 2022 due to the launch of the ERP (Enterprise Resource Planning).
- A high vacancy and turnover will limit the department's ability to quickly adjust to the changing fiscal needs of the County.

Office of the Comptroller

- The Comptroller maintains his commitment to the County's racial equity goals and continues to implement the office's racial equity initiatives.



Office of Equity

2022 Recommended Budget

October 11, 2021



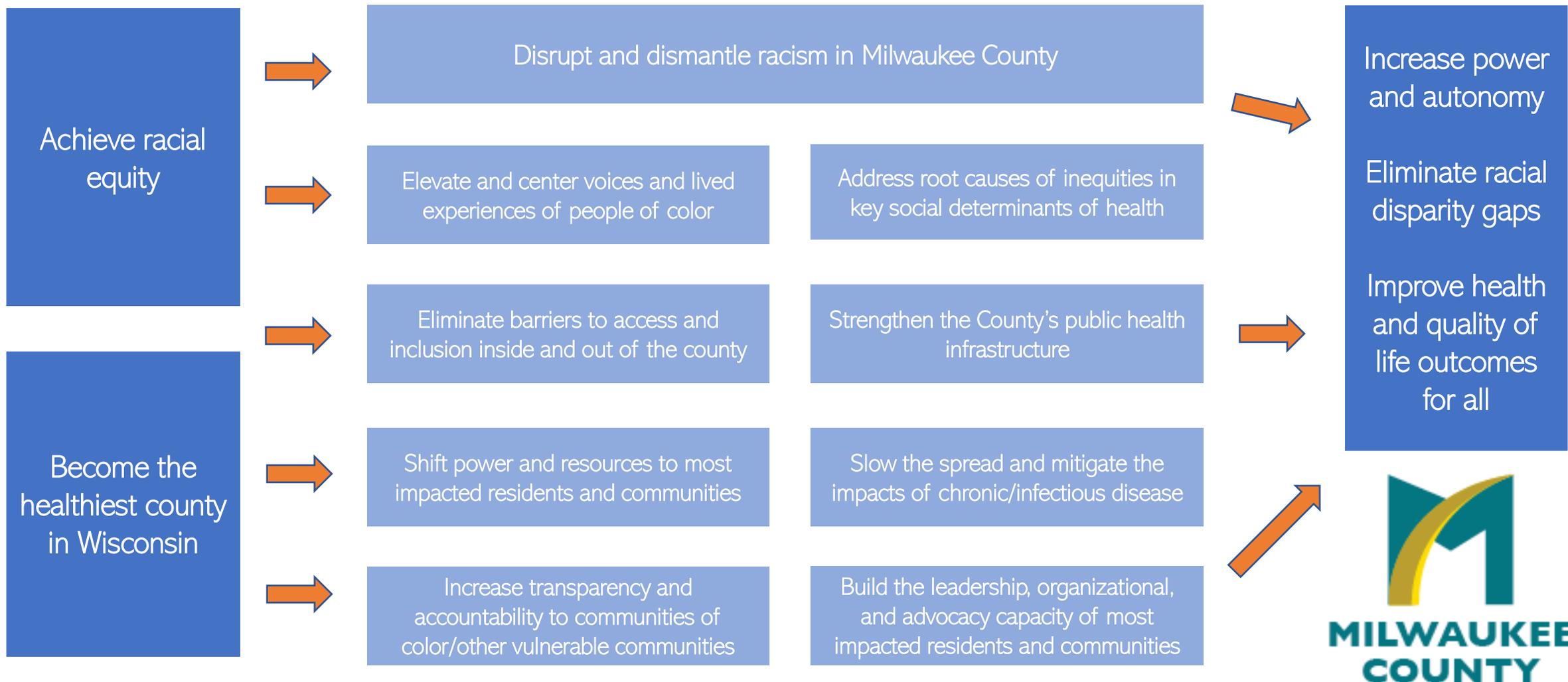
MILWAUKEE
COUNTY

Department Purpose

- The Office of Equity serves to support Milwaukee County and empower the broader community to make the County's vision, *by achieving racial equity, Milwaukee is the healthiest County in Wisconsin, a reality.*
- The department will engage County residents, build the capacity of County leaders, departments, and municipalities, and facilitate collect impact to assess and transform policies, practice, and power structures to make Milwaukee a place where every citizen is healthy and thriving.



Theory of Change



Strategic Focus Area Alignment

Create Intentional Inclusion

Increases outreach and community engagement to support workforce and contractor diversity

Facilitates collective impact to make the County a 'region of choice' for diverse talent and families

Bridge the Gap

Elevates voices of impacted communities to help define and determine service needs

Socializes shared language and concepts and models practice for applying a racial equity lens

Invest in Equity

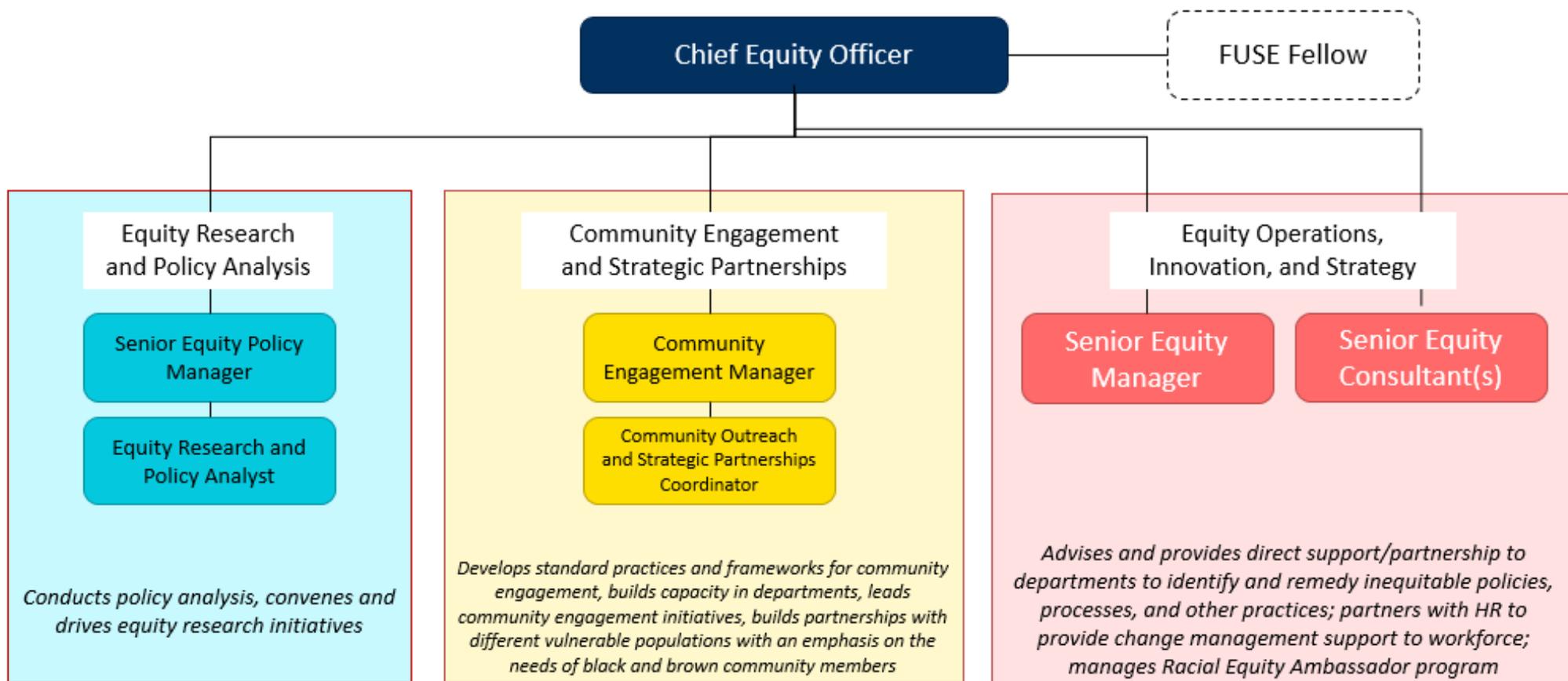
Builds capacity in impacted communities to strengthen the County's public health infrastructure

Mobilizes community-based solutions to eliminate barriers and address roots causes of inequities



Changes in 2022

OAAA to Office of Equity



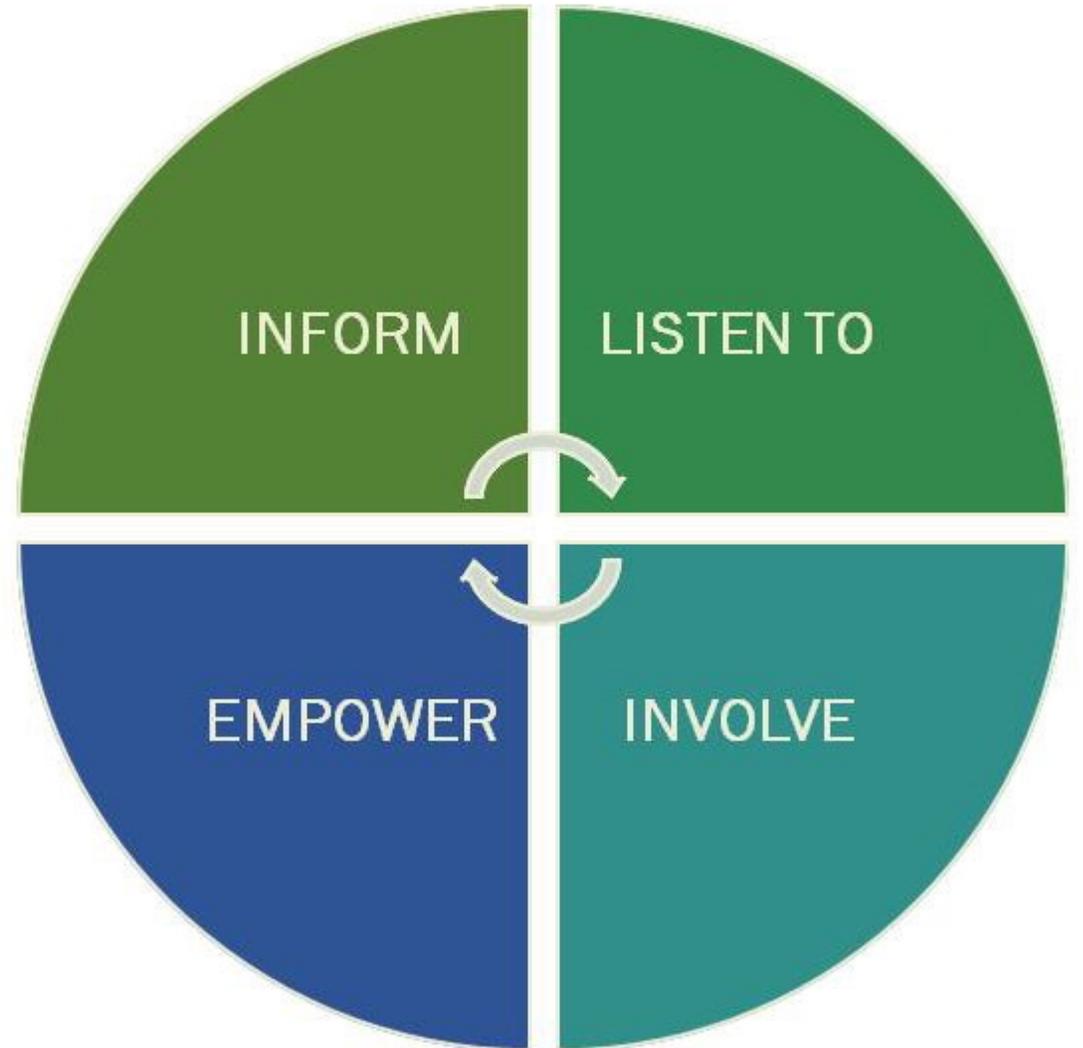
Research and Policy

- Equity Research Initiatives
- Racial Equity Impact Analysis
- Policy Advocacy focused eliminating racism and improving social determinants of health



Community Engagement

- Countywide Community Engagement Framework
- Office on African American Affairs
- Milwaukee Community Resilience Imperative
- ARPA Community Engagement
- We Care Crew



Equity Operations and Strategy



- Advise, Guidance, Support and Technical Assistance
- Racial Equity Ambassadors Program
- Racial Equity Impact Indicators
- Capacity Building and Change Management Support
- FUSE Corp Executive Fellow

Racial Equity Training

- Internal racial equity training will shift to Human Resources
- The Office of Equity will collaborate with Human Resources and content experts to customize training and supports as needed and develop resource tools to drive transformation of the County's culture and climate.



Questions?





**MILWAUKEE
COUNTY**

Office of Corporation Counsel

2022 Recommended Budget

October 11, 2021

Margaret Daun, Corporation Counsel

Scott Brown, Deputy Corporation Counsel

Jessica Fredrickson, Sr. Office Mngr.



Department Purpose – the OCC’s WHY

The Office of Corporation Counsel strengthens the County community and empowers residents through highly competent, creative, compassionate and responsive legal services provided in strategic partnership with County stakeholders to optimize decision making, reduce risks, and maximize public resources.



Department Purpose – the OCC’s WHY

*Deputy Paul Kuglitsch as friend, colleague, and trusted advisor.
Curious, engaged, focused, patient, smart, reliable, flexible, ethical, and funny.
An example to all in public service.*

THANK YOU, PAUL.



OCC Duties per Statute

- § 59.42(b): “defend all civil actions...give advice to [clients] in all civil matters...perform all duties in connection with civil matters... [and] review and countersign all contracts”
- Our clients are every elected official, department, board, commission, etc. – we are the County’s attorneys. ONE COUNTY.
- Outside counsel only if (a) bandwidth, (b) expertise, (c) insurer-directed, (d) clients suing one another
- Govt attorneys are “public officer[s], acting judicially, under all the solemn responsibilities of conscience and legal obligation.” 6 Op. Atty Gen. 326, 334 (1854).



What if clients disagree?

- Unless clients engage in active litigation against one another, OCC may represent both clients, even when there is disagreement.
- ABA's Scope 18 (Comment 9 to Supreme Court Rule 10:1.13): government "lawyers under the supervision of [elected] officers [such as the OCC] may be authorized to represent several government agencies in intragovernmental legal controversies in circumstances where a private lawyer could not represent multiple private clients." (1987)



Rationale

1. A govt lawyer “is not a neutral, she is an advocate; but an advocate for a client whose business is not merely to prevail in the instant case. [A government lawyer’s] chief business is not to achieve victory but to establish justice. ... [T]he government wins its point when justice is done in its courts.” Solicitor General, 4th Cir. Ct. of App. Judge, Simon Sobeloff.
2. If a client’s mere dislike of opinions enabled the hiring of outside counsel at will, the OCC is irrelevant. For the right price, an attorney will say whatever you want.
3. Milw Co’s OCC is unique statewide, and unique among all County dep’t heads.
4. We are independent, legally insulated from political or other influence.
5. OCC provides objective advice, independent of politics or personality, which enables clients to make risk-adjusted decisions when the OCC advises regarding likelihood of a challenge and court decision-making.
6. No incentive to invent definitiveness or “pick sides.”
OCC’s incentive and objective is to GET IT RIGHT.



How does the OCC do that?

- Highly talented professionals; low turnover
- Same question from different clients gets same answer
- Issue public opinions to all stakeholders whenever possible
- Advice aims to accurately estimate risk of different options
- Understandable, lay-friendly and client-friendly advice
- Prioritization based upon: (1) mission; (2) public trust; (3) operational impact; (4) financial impact; (5) precedential impact
- Firewalls if necessary
- OCC-wide understanding and shared internal accountability to this philosophy of client service as govt attorneys



2021 Successes – Mission Mission Mission

- Opioid Legislation;
- Election Litigation;
- Overall risk reduction across entire lit portfolio;
- COVID-19 support; remote/hybrid support; ARPA support;
- Reduction in use of outside counsel in all matters/clients & improved conflict mngmt;
- Mental Health team flexed to address spike in cases and significant health disparities in Milwaukee's most vulnerable communities;
- DE&I achievements: hiring, development, events, outside counsel data, WCMIC panel; WCA/WACCC partnership to empower efforts statewide;
- Capacity and efficiency increased (added 2 attorneys & 1 paralegal -- 2 diverse and 2 female hires); 2 new deputies (diverse hire from our own ranks, female external hire)



Changes in 2021-2022

- The County community's mental health and guardianship needs have spiked over the past 18 months, appr. 30%
- We expect this demand for MH and guardianships to remain constant or again accelerate in 2022.
- Increased demand from all departments and elected offices, with static staffing and compensation
- Significant amount of highest risk litigation still going to outside counsel – long-term vision is ZERO



Challenges

- Salary equity and competitiveness (recruitment and retention) – comparable govt law offices pay more
- Staffing needs, particularly for highly experienced attorneys (less than 25 F/T employees, comparable public sector law offices serving similar clients range from 40-65+)
- Any work that goes to outside counsel costs the County 2-3x more than if kept inhouse – taxpayer \$ inefficient, less effective, less mission-driven
- All non-personnel costs have been virtually eliminated, or cut to absolutely min levels (CLE, sponsored events and travel)
- Budget of OCC (<\$2m, <25 FTEs) vs. City Attny (>\$5m, >60 FTEs)
- Hourly rate of OCC (\$125) vs. outside counsel hourly (\$250-\$750)

Achieving OCC END GOAL / VISION will save County millions...



Budget Summary 2022

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$1,895,883	\$1,850,818	\$2,328,213	\$2,375,247	\$47,034
Operation Costs	\$182,960	\$126,763	\$107,534	\$107,534	\$ 0
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	(\$833,145)	(\$1,185,655)	(\$904,050)	(\$963,730)	(\$59,680)
Total Expenditures	\$1,245,698	\$791,926	\$1,531,697	\$1,519,051	(\$12,646)
Revenues					
Direct Revenue	\$205,924	\$241,218	\$200,000	\$206,189	\$6,189
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$205,924	\$241,218	\$200,000	\$206,189	\$6,189
Tax Levy	\$1,039,774	\$550,708	\$1,331,697	\$1,312,862	(\$18,835)



Strategic Focus Area Alignment in 2022

- Increase capacity, which requires OCC to retain current talent, which requires OCC to address salary
- Increase educational trainings for County clients
- Increase accessibility for community members and departments seeking our assistance
- Promote nonmonetary compensation – development, mentoring, training, etc.
- Hire/promote diverse talent
 - 67% Female
 - 38% Ethnically/Racially Diverse
 - 16% Diverse Orientation
- OCC's mission work: events, survey, General Counsel Forum, WCMIC/WCA/WCCC partnerships, internships



Closing

The ROI to the County is immediate and significant when OCC (1) increases staff and (2) compensation is ***equitable*** and ***competitive***.



Closing

The OCC has succeeded through these compensation, hiring and retention challenges, which are County-wide, during an unprecedented period of decreased institutional confidence, partisan acrimony, and a measurable increase in volume and acuteness of issues we are asked to address...

...sanctuary city/\$20m+ in fed grant \$ protected; contracting authority; high-risk civil rights cases; denial of insurance coverage; outside counsel/conflict mngmt; Pokemon; Wellpath x'tn; pension cases, reestablishing roles, and VCP; opioids (state and nat'l leader); racial equity mission; BHD transition; PPPs of increasing complexity (Domes, MRMC, Rock); RoD restitution; ballot litigation; CEX and elected x'tn; 1000s of ORR; DNC prep; COVID-19 response; OM compliance for hybrids; social media OR issues; spike in MH needs; 2020 election reviews, recounts, litigation x 2, audits; consent decree; redistricting ...

The OCC produces highest quality of work consistently and efficiently (both time and \$-wise), while increasing and broadening our expertise, staffing, and reputation among clients, courts, and stakeholders.



Thank you to all our clients. It is a privilege to serve you and our community.

Questions?





**MILWAUKEE
COUNTY**