



Milwaukee County Strategic Plan Update

3/16/22



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



Milwaukee County Strategy Dashboard Presentation: HEHNSP Committee

Overview and Progress Thus Far...

March 16th, 2022



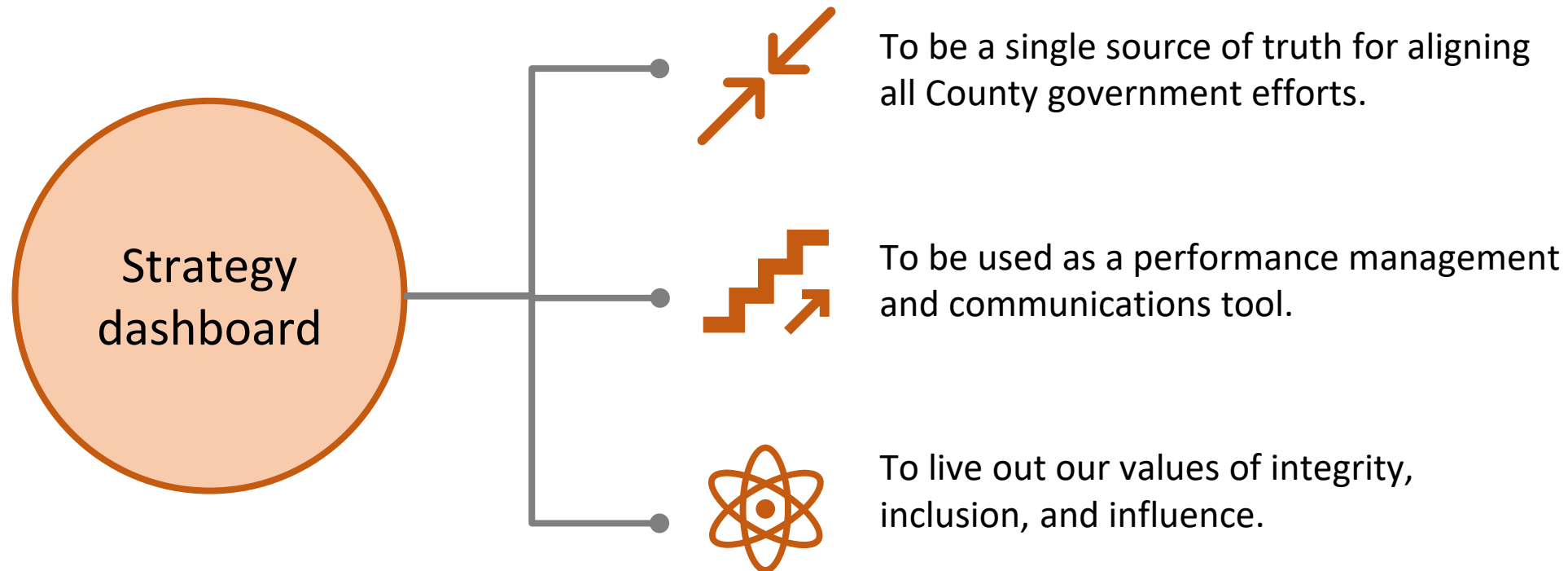
Agenda

1. Brief overview of purpose of Dashboard
2. Progress to date
3. Workforce dashboard review
4. Next Steps

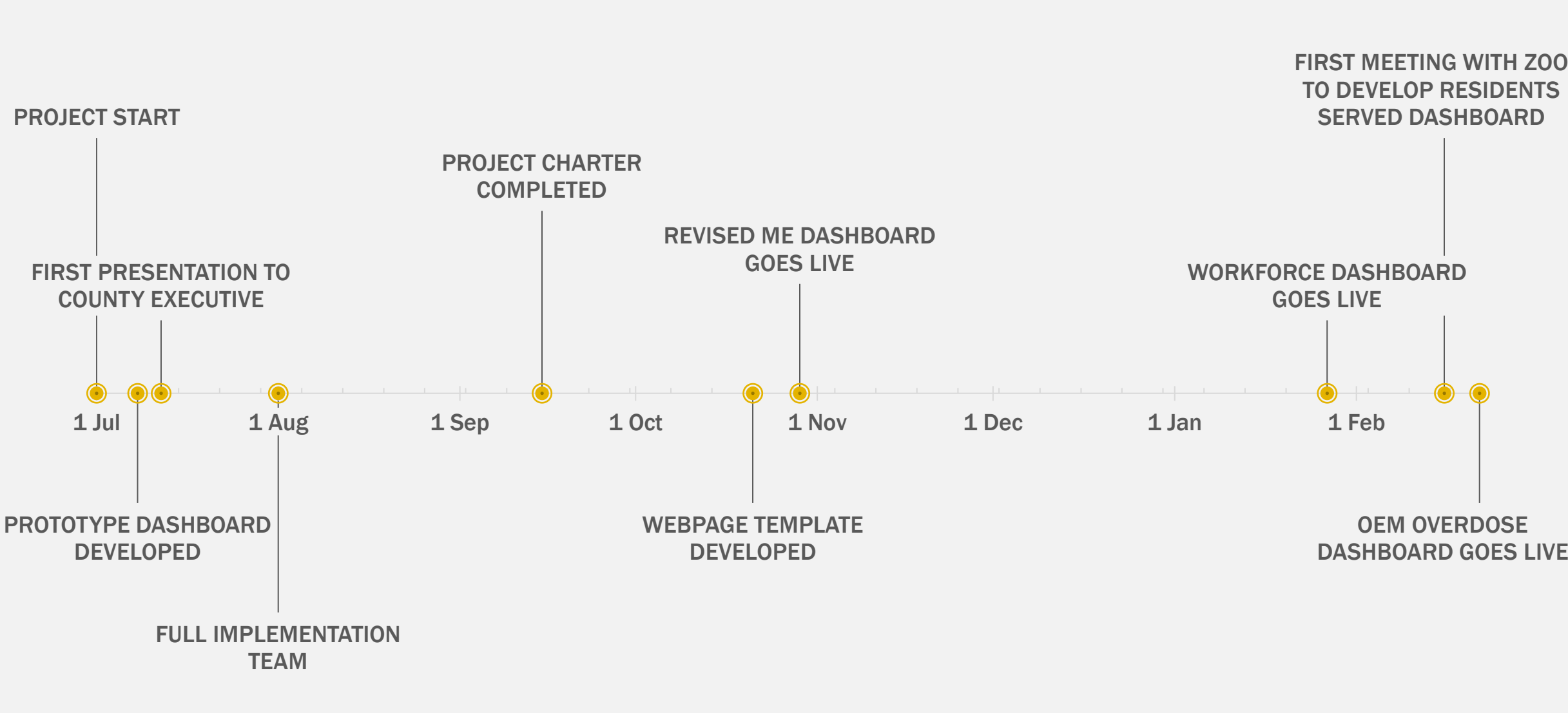


Strategy Dashboard

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

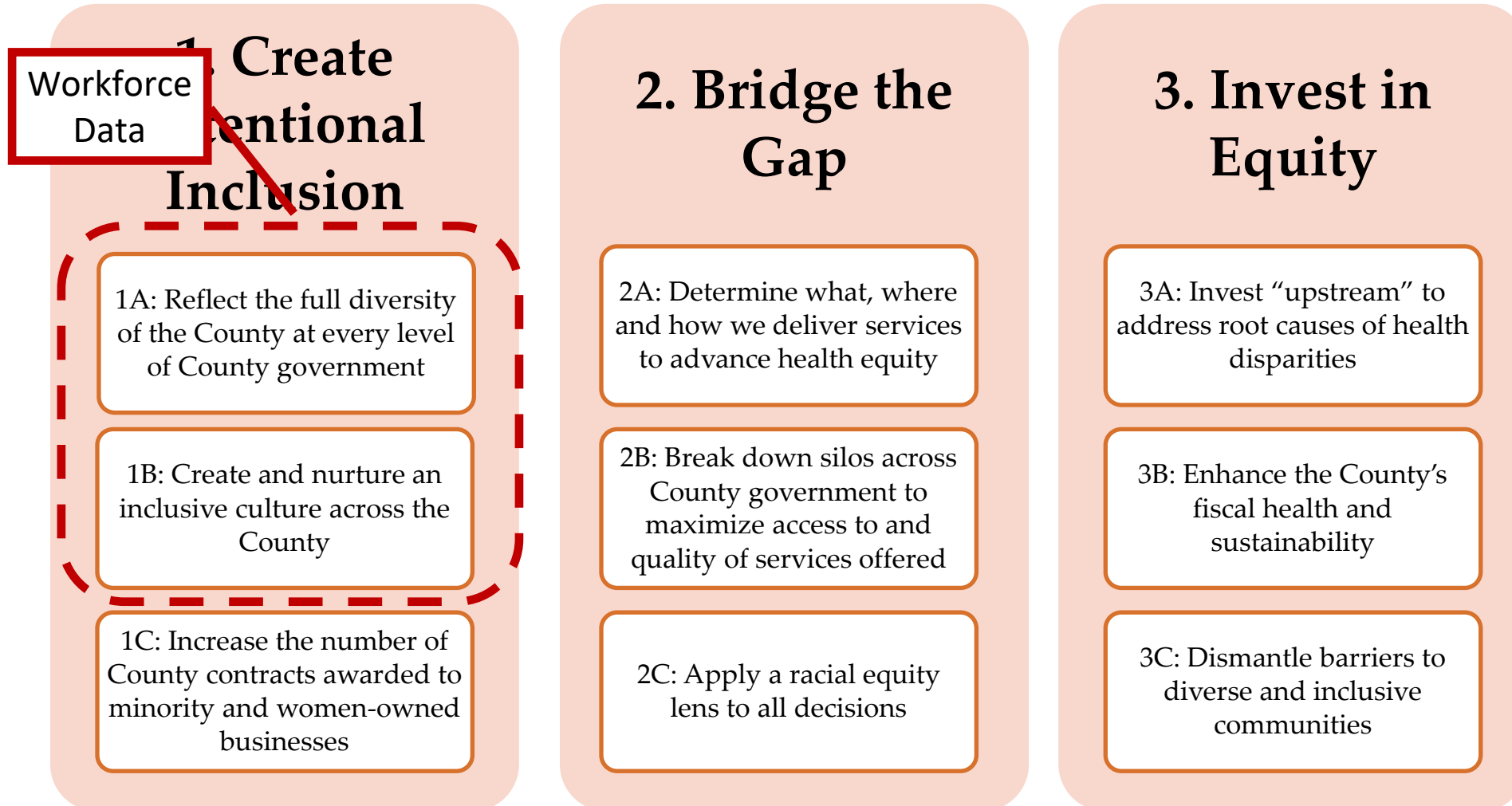


Dashboard Development Timeline; July 1, 2021, to Present



Milwaukee County has established three strategic focus areas with nine objectives to guide its work moving forward.

Strategic Focus Areas



Next Steps

- Workforce data
 - Retention rates
 - Promotion rates
 - Salary
- Residents served data
 - Meeting with Zoo
 - Eventually meet with other Departments



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 – Mary Jo Meyers

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 – Isaac Rowlett

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

D&I Strategy Team is broken into subgroups.

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

Developing a comprehensive D&I Strategy Plan for Milwaukee County workforce.

Metric Development-Milwaukee County D&I Maturity Model in final stages of development process.

Working to establish both Employee Resource Groups and a Diversity & Inclusion Advisory Council – Late Summer/Early Fall 2022



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

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

a. Implemented an updated and strategically aligned template for reporting to the County Board of Supervisors

b. Service inventory compilation started in early to mid- 2021

c. In mid-2021, data from 16 departments and 40 divisions within each was gathered

c. A list of services and details such as what services are offered, why they are offered, to whom they are offered, and what is invested in each was compiled

d. In the Q3 2021, departments aligned each service to the County Health Rankings and Health and Equity frameworks

e. In Q4 2021 to now, this service inventory data was presented to the Service Alignment Team, the Strategy Dashboard Team, and the UW Population Health Institute to help identify the framework and methodology to best align with diverse county services

f. Currently, we are collaborating with the Strategy Dashboard team to present these services on the County Dashboard to better understand areas of strengths and weaknesses and to further resident’s wellbeing





Team IV: Integration

2. Bridge the Gap

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

Supported the structural changes that were part of the 2022 budget process

Analyzed recommendations that were not pursued as part of the 2022 budget process

Further analyzed the scope of the team's work



Team V: Racial Equity Lens

2. Bridge the Gap

2C: Apply a racial equity lens to all decisions

Drafted Racial Equity Lens Definition & Draft RE Lens Application Graphic

Developed a process to conduct a Racial Equity Census to evaluate the County's ecosystem of equity initiatives

Working toward developing technical assistance tools to drive the County's efforts to become a more equitable and anti-racist institution



Team VI: Fiscal Health

3. Invest in Equity

2C: Apply a racial equity lens to all decisions

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

Due to the scale of the County's fiscal challenges, the Fiscal Health Strategy Team recommends placing focus on numerous efforts to enhance the County's fiscal sustainability.

The Employee Benefits Division and the county continue to seek opportunities to contain and reduce health care costs. During 2021, the county saved over \$2 million on prescription drug costs through increased rebates. In 2022, expected savings on rebates combined with other services is expected to equal approximately \$4 million.

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

In 2021, the Grants & Special Projects Division supported Milwaukee County departments with submitting 39 grant applications, totaling \$125.9M of which 21 have received awards totaling \$35.4 million, with 7 grant applications pending (totaling \$77.7M).





Team VII: Diverse & Inclusive Communities

3. Invest in Equity

3C: Dismantle barriers to diverse and inclusive communities

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

Conducted asset mapping

Established three objectives:

- Identify barriers and put forth recommendations to remove Milwaukee as the most segregated metropolitan in the nation
- Create welcoming spaces to improve access, quality of life, and culture throughout the County
- Actualize the County's influence to advance policy, resources, and decisions making in support of the Count's health and racial equity vision.

Collaborating with local elected leaders to engage the Intergovernmental Cooperation Council (ICC)

Currently establishing workgroups





**MILWAUKEE
COUNTY**