**COUNTY OF MILWAUKEE**

Inter-Office Communication

Date: December 18, 2022

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Isaac Rowlett, Strategy Director

Subject: Strategic Planning Update

File Type: Informational Report

This informational report provides updates regarding how Milwaukee County is advancing its strategic plan.

**POLICY**

This report aligns to Chapter 108: Achieving Racial Equity & Health.

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| Milwaukee County Code of General Ordinances: | [Chapter 108: Achieving Racial Equity & Health](https://library.municode.com/wi/milwaukee_county/codes/code_of_ordinances?nodeId=MICOCOGEORVOII_CH108ACRAEQHE) |

**BACKGROUND**

This report is being submitted to the Health Equity, Human Needs and Strategic Planning (HEHNSP) Committee on a quarterly basis per the request of the fomer HEHNSP Committee Chairwoman, Felesia Martin, and the current Chairman, Shawn Rolland.

**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

This report directly aligns to all of the County’s strategic objectives, as it details how each of the strategy teams are progressing to advance each of the objectives.

**BODY**

At the beginning of 2021, Milwaukee County established strategy teams to guide

the advancement of each of the nine strategic objectives. Each team is made up of 5-10 representatives from across all County departments. In some cases, participants include representatives from external organizations such as municipal governments and nonprofit organizations.

The teams include the Diversity & Inclusion Team (1A & 1B), the Equitable Contracting Team (1C), the Service Alignment & Integration Team (2A, 2B & 3A), the Racial Equity Lens Team (2C), the Fiscal Health Team (3B), and the Diverse & Inclusive Communities Team (3C).

Below are updates from each of the Strategy Teams as of December 20, 2022.

**Diversity & Inclusion Team**

The Diversity & Inclusion (1A & 1B) Strategy Team completed its work on developing a comprehensive Diversity & Inclusion Roadmap and is presently going through the final compilation and development before release. The roadmap will be broken into four pillars: Organizational Climate, which supports and monitors Countywide indicators and standards; Workforce Development, which focuses on the recruitment and attraction of a diverse workforce that reflects the communities we serve; Education, which develops, facilitates, and evaluates educational opportunities for leaders & employees; and Employee Engagement & Access, which enhances, evaluates, and develops services & programs focused on the intentional inclusion & retention of a diverse employee base.

Many items within the Roadmap are currently underway with many other initiatives beginning within 2023. Two initiatives are presently underway. In September, we convened the County’s Diversity, Equity, and Inclusion Council, which brings together representation from county departments and divisions to share best practices, find areas of opportunity to grow diversity, equity and inclusion, and to create a unified front in achieving the County’s Racial Equity vision. We presently have 40 employees from 18 departments/divisions represented. The Council will also serve as the governance body for the County’s Network Resource Groups. Network Resource Groups (NRG) aim to promote a positive and inclusive environment for all employees through education, networking, and workplace collaboration.  Made up of employees who share similar ideas, backgrounds, ideals, gender, ethnicity, cultures or common interests, Network Resource Groups are all about building small, connected communities within the workforce. These employee-led, employee-driven groups promote the personal and professional development of a diverse and inclusive mindset by creating greater organizational connectivity, while educating and empowering each other and fellow employees on the specific demographics that we serve.

Beginning in January 2023, Six NRG’s will plan educational opportunities for employees, volunteer opportunities, engagement opportunities, and events to better inform employees about the diverse nature of our communities and the residents we serve.

**Equitable Contracting Team**

As the group continues to work through establishing effective internal contracting measures and implementing best practices, the point of focus for the 3rd and 4th quarters of 2022, was on engagement.  The Equitable Contracting group held two community engagement sessions in November at both Lincoln and Wilson Park to educate the community on certification, the County’s small business programs, how to do business with the County and other topics.  The discussion included members from Community Business Development Partners (CBDP), Procurement and the Office of Equity.  To a group, I believe we learned that the community wants these types of events going forward from the County and was appreciative of our efforts and candid talk.

We are currently awaiting the results of our survey that was sent to attendees of the sessions to gauge how effective the format was for the information presented and to also begin work on identifying topics for the next scheduled engagement session during the 1st quarter of 2023.

As we move into 2023, we are working to develop new performance measures that allows us to determine the effectiveness of the work be done by the group to share with leadership and the community on why it is necessary to work together to create the environment for much needed change in our contracting process.

**Service Alignment & Integration Team**

As the team moves into 2023 we will be conducting an even deeper dive into our organizational structure. The teams will oversee a contract with a 3rd party to further analyze the service inventory work that was done with a goal of being able to provide an external analysis of county services, gap analysis to identify unmet community needs, and recommend a future state of Milwaukee County that optimizes the delivery of high-priority services. An RFP has been drafted and will be released in early 2023.

In addition, this team will oversee a project being led by the Wisconsin Policy Forum to explore potential for shared services between the City of Milwaukee and Milwaukee County. The scope of this project will most likely be limited to enabling or internal functions, such as IT or procurement. The researchers will explore whether there are opportunities for an increase in equity, efficiency and/or effectiveness that may be achieved through service sharing between the City and the County.

**Team V: Racial Equity Lens**

The 2C Strategy Team, tasked to “Apply a racial equity lens to all decisions,” has collaborated with the IB Strategy team and is conducting a countywide DEI Activities and Culture Census, seeking input from every department and office. As a result, departments and offices will have a current state snapshot of their work-to-date and contribute to a comprehensive understanding of county work.

With this data and the subsequent landscape analysis report, a data-driven approach will guide the next steps in supporting racial equity capacity building across departments and strategic plan strategy teams and helping ground the implementation of strategies to strengthen internal racial knowledge and infrastructure. As a result of the Census, the Strategy Team will work with the Office of Equity to support the development of racial equity guidance and technical assistance tools to drive the County’s efforts to become a more equitable and anti-racist institution.

**Team VI: Fiscal Health**

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.  Following are updates on numerous areas of focus from the Fiscal Health Strategy Team.

* *Sales Tax:* The Fiscal Health Team is supporting efforts to advocate for the 1% sales tax increase as an option for stabilizing the County’s finances and for raising revenues to meet the scale of the County’s needs. County leaders continue to have productive discussions with state legislators, community leaders, and external partners to generate support for action during next year’s legislative session.
* *Pension:*  Recommendations of the Retirement Sustainability Task Force are being examined regarding the future state of the pension system.
* *Health Care:* In June 2022, the County Board approved a proposal to build three new health clinics for Milwaukee County employees to utilize. Onsite health clinics can improve employees' use of preventive screenings, immunizations, and services that they might not otherwise get. Having an onsite health clinic will also reduce unnecessary visits to Urgent Care or the Emergency room. Between decreased urgent care/emergency room visits and increased preventive care, Milwaukee County could see a drastic decrease in medical claims. In addition, the average cost per visit at an on-site clinic is significantly less than the average cost to visit a primary care provider. Having a clinic at three of the highest trafficked locations for employees would eliminate the most common barriers of accessing health care, including but not limited to; transportation, childcare, and ability to take time off to go to the doctor.
* *Capital Infrastructure:*  The updated five-year capital plan will be used as an updated base for evaluating infrastructure needs and addressing infrastructure maintenance backlogs.
* *Grants:*  The Project Management Office within the Office of Strategy, Budget and Performance has provided a report to the County Board on 2021 Grant Development Activities and Accomplishments. The report highlights process and procedures developed by the Office of Grants and Special Projects in 2021, their first year of operation. The report provides detail regarding $122 million of grant requests that were made in 2021, $41 million of grant awards, and additional grant applications pending. These grant awards support Milwaukee County’s strategic objective to increase upstream investments. The 2021 grant report has been referred to the Intergovernmental Relations Committee.

**Team VII: Diverse & Inclusive Communities**

The 3C strategic planning committee is charged with dismantling barriers to diverse and inclusive communities. In order to achieve the two established drivers, 1. to increase quality of life and opportunity for POC within the core of the city, 2. to address barriers to inclusion and increase positive experiences, access, and opportunity in municipalities a number of priorities and workgroups were formed. Priority 1A is to actualize the influence of the county in policy, funding, and resource allocation decisions to support equity and create framework for policy level change, deep dive asset mapping around policy, funding and resource allocation related to: housing, transportation, research, and connections/relationships.

There have been a number of advancements toward this aim in Q4 of 2022. Milwaukee County has provided key input and charge to the Southeast Wisconsin Regional Planning Commission to ensure equity is a key component of planning efforts for the 7 county region. Most notably, this has helped to influence the direction of the regions Comprehensive Economic Development Strategy to drive funding for and prioritization of projects that advance the County's Vision.

Additionally, the County continues to work through the ICC and with individual municipalities to advocate for resources, through Tax Increment Finance (TIF) districts, ARPA funds, etc. for investments that advance shared interests in equity. DAS-ED is asset mapping to identify agencies and their programs to determine what level of participation is needed, primarily by DAS-ED but could extend to other departments and divisions within the county, to build a collaborative and supporting environment. Most recently, Milwaukee County Department of Health and Human Services Housing Authority has secured $18M in ARPA funds for affordable housing in suburban communities.

Priority 1B is to define and frame influence, as well as build a stakeholder network and organizing efforts, public engagement efforts, and collaboration processes. Through the DAS-ED asset mapping process, key partners are sharing their visions for a stronger tax base, a more robust business climate, and safety nets for those in need; and expressing an interest in long-term collaboration around applying a racial equity lens to economic development activities, resulting in strengthening networks, regular communications, and ongoing dialogue about creating sustainable policies and programs that create an inclusive environment that promotes equitable investment.

Priority 1C is to work with ICC RE committee to provide information and tools to understand and advance equity, provide input in the equitable contracting process, and review the ICC agenda with an equity lens and offer input. The ICC has an established Racial Equity & Inclusion Committee, led by President McKaig. Committee achievements are numerous. The committee created a strategic format to normalize the presence of an equity lens within the group culture/business, incorporated community member participation and system partners, scheduled priority topics featuring presenters from County and regional partner organizations, and secured administrative capacity through Shorewood Village Manager to coordinate committee activity as there is none available through ICC. In November, the committee executed the first of 4 agenda items, which was a housing presentation and resulted expressed interest in follow-up by 25% of ICC membership.

A few examples of additional 3C's related engagement amongst ICC members include: local Chief Elected participation in video project, collaboration between Office of Equity, Shorewood Village and School District to support leaders developing leaders process to address barriers to EDI at local level; Presidents Montgomery and McKaig attended the Milwaukee County Racial Equity Strategic Retreat; Shorewood is attending GARE conference virtually for Whole Government Approach. Also, networking has occurred with 3C’s team and County departments to support Beckum Bronzeville Baseball, Inc. a project to address the lack of access to baseball training for Black and Brown youth in the City of Milwaukee.

Priority workgroup 2 aims to understand the perspectives of community leaders and residents and make clear whose perspectives are needed and engage in data collection and community level engagement.

**FISCAL EFFECT**

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

**VIRTUAL MEETING INVITES**

* Margo Franklin
* Dan Terrio
* Sherri Jordan
* Lamont Robinson
* Mary Jo Meyers
* Isaac Rowlett
* Claire Miller
* Jeff Roman
* Joe Lamers
* Dan Laurila
* Leanne Delsart
* Shannon Gramann
* Heather Wolfgram

**PREPARED BY:**

Isaac Rowlett, Strategy Director

**APPROVED BY:**

Joe Lamers, Director of the Office of Strategy, Budget and Performance

**ATTACHMENTS:**

N/A

cc: Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors

Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk