

FROM THE OFFICE OF GEORGE L. CHRISTENSON

MILWAUKEE COUNTY CLERK

County Ordinance No. 20-4
File No. 20-174

AN ORDINANCE

The County Board of Supervisors of the County of Milwaukee does ordain as follows:

SECTION 1. Chapter 108 "Achieving Racial Equity and Health" of the Milwaukee County Code of General Ordinances is hereby created as follows:

108.01 - Achieving Racial Equity and Health.

Racism has been and is a public health crisis in Milwaukee County. According to the County Health Rankings, Milwaukee County is, and has consistently been, one of the lowest-ranked counties for health in Wisconsin and, according to Federal Reserve Economic Data, Milwaukee County is one of our nation's most racially segregated areas. According to 2019 statistics, a white person lives, on average, nearly 14 years longer than a black person and the infant mortality rate is nearly three (3) times higher for black infants compared to white infants. Race is a social construction with no biological basis, yet racism may produce an assigned societal value based on the way a person looks that has resulted in race being a consistent predictor of a person's quality and length of life. With this ordinance, Milwaukee County government declares its commitment to achieving racial equity by identifying and eliminating any racism in its institutional policies, procedures, practices, and power structures for black and brown individuals and communities so everyone in Milwaukee County can thrive.

108.02 - County Strategic Priority, Mission, Vision, and Values.

1. The institutionalization of racial equity in the County's mission, vision, values, and services are of the utmost priority. Milwaukee County government declares that:

a. Racism has been, is, and will continue to be, a public health crisis until race is no longer a predictor of quality or length of life in Milwaukee County.

b. The vision of the County be: "By achieving racial equity, Milwaukee is the healthiest county in Wisconsin."

c. The mission of the County be: "We enhance the quality of life in Milwaukee County through great public service."

d. The values guiding the culture of the County workforce be:

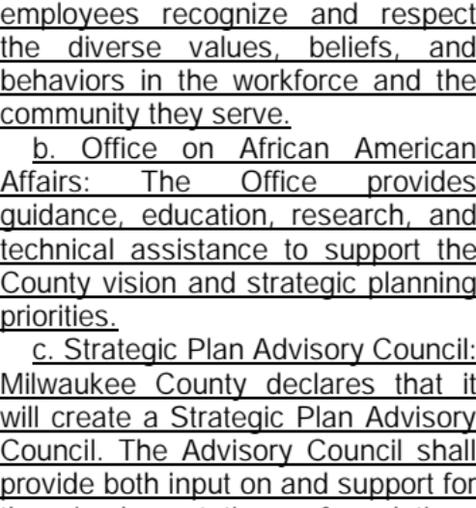
i. Respect: We work with and for others.

ii. Integrity: We do the right thing.

iii. Excellence: We never stop improving.

108.03 - Guiding Framework and Strategic Objectives to Achieve the County's Vision.

1. Milwaukee County adopts the "Health and Equity Framework," adapted from the Wisconsin Population Health Institute's model, as its guiding framework for addressing the root causes of institutional and systemic racism. The framework first directs that influencing the "Power to Make Change" is the most sustainable and transformational way to affect racial equity and health in the County population. The second key area that the framework directs focus to is "Institutional Practices," which entails identifying and eliminating any racial biases in governmental practices. By addressing these two causal areas of racial and health inequities, Milwaukee County will make huge strides in advancing its vision of achieving racial equity and being the healthiest county in Wisconsin.



2. To this end, Milwaukee County government declares that it will achieve the following objectives, which directly affect "Power to Make Change" and "Institutional Practices":

a. Diverse and Inclusive Workforce:

1. Milwaukee County leadership, management, and staff will reflect the demographics (including, but not exclusively racial) of Milwaukee County.

2. Milwaukee County will have an inclusive workplace culture where differences are welcomed, where different perspectives are heard, and where individuals feel a sense of safety and belonging.

3. Employees will understand what skills and experience are expected to advance to the next level and will have opportunities to gain those skills and experiences.

b. Employee Perspective:

1. Milwaukee County leaders and management will regularly consult and problem solve with a racially diverse representation of frontline staff to inform equitable policy, process, and customer service delivery decisions.

c. Customer-Focused Design:

1. Milwaukee County will determine what services we offer and how money is spent based on robust, diverse public participation.

2. Milwaukee County will determine where services are offered based on robust, diverse public participation.

3. Milwaukee County will determine how services are offered based on robust, diverse public participation.

d. Improved Performance and Equitable Practice:

1. Milwaukee County will monitor and evaluate the impact and equity of all services on customers and will use data to continuously improve.

2. Milwaukee County will be held accountable by external partners and community members for progress and results on the strategic plan.

e. Fiscal Health:

1. Milwaukee County will secure additional revenue and achieve cost savings each year to be able to cover existing operating costs.

2. Milwaukee County will identify and implement mechanisms to make investments into strategic priorities to achieve the objectives outlined above.

3. Milwaukee County declares that it will, at a minimum, use racial equity tools to evaluate the impact of decisions on black and brown communities for the following enterprise-wide areas:

- The budget
- Processes, policies, and procedures

4. Milwaukee County declares that it will continue to offer trainings to support racial equity work at all employee levels.

5. Milwaukee County declares that every informational and action report that is submitted to the County Board will incorporate the impact on the vision and connection to racial equity and the strategic objectives.

6. Milwaukee County declares that it will create and maintain an external website dedicated to racial equity and health work at the County.

7. Milwaukee County declares that it will create and maintain an intranet site dedicated to racial equity and health work at the County.

108.04 - Key Stakeholder Roles and Responsibilities.

1. The County directs that the stakeholders below will carry out the described roles and responsibilities in support of the successful execution of the strategic objectives outlined in this ordinance:

a. County Leaders, Managers, and Staff: Leaders are accountable for the success of the objectives outlined above to advance racial equity in Milwaukee County. Furthermore, every employee is responsible for the implementation of this resolution/ordinance and developing skills and capacities to create and maintain a culture in which employees recognize and respect the diverse values, beliefs, and behaviors in the workforce and the community they serve.

b. Office on African American Affairs: The Office provides guidance, education, research, and technical assistance to support the County vision and strategic planning priorities.

c. Strategic Plan Advisory Council: Milwaukee County declares that it will create a Strategic Plan Advisory Council. The Advisory Council shall provide both input on and support for the implementation of solutions designed to advance Milwaukee County's vision of achieving racial equity and becoming the healthiest county in Wisconsin. The Advisory Council shall consist of eleven (11) representatives:

i. One (1) chairperson who must be a Milwaukee County employee and shall be nominated by the County Executive and approved by the County Board Chairperson.

ii. Three (3) County Board Supervisors selected by the County Board Chairperson.

iii. One (1) Elected Official from the District Attorney's Office, the Chief Judge's Office, the Clerk of Courts, or the Milwaukee County Sheriff's Office, who will be nominated by the County Executive and approved by the Chairperson of the County Board of Supervisors; in the event that none of these elected officials serve on the Advisory Council, their seat will be filled by an additional external partner, following the same rules as outlined in 108.04 (1)(c)(viii).

iv. One (1) Elected Official from the Register of Deeds Office, the Office of the Comptroller, the Office of the County Clerk, or the Office of the Treasurer, who will be nominated by the County Executive and approved by the Chairperson of the County Board of Supervisors; in the event that none of these elected officials serve on the Advisory Council, their seat will be filled by an additional external partner, following the same rules as outlined in 108.04 (1)(c)(viii).

v. The Director of the Office on African American Affairs.

vi. Two (2) Department Directors selected by the County Executive.

vii. One (1) non-supervisory Racial Equity Ambassador selected by the Office on African American Affairs and approved by the Ambassador's Department Director.

viii. One (1) community member, who will be nominated by the County Executive and approved by the Chairperson of the County Board of Supervisors.

The composition of the Advisory Council shall be assembled with diversity at the front of mind.

The Advisory Council shall convene at least once each quarter, or four times annually. In addition to monitoring the County's progress toward realizing the objectives outlined in the County's strategic plan, the Advisory Council shall provide input and support for overcoming obstacles encountered by County employees working to advance the plan.

As appropriate, the Advisory Council shall provide input on the refinement and implementation of the strategic plan. Recommendations for significant changes to the plan (for example, changes to wording of the objectives, or reallocating employee time or County resources to achieve the objectives) shall require a written recommendation to both the County Executive and the County Board Chair for consideration and approval.

The Director of Strategic Planning and the County Board Chairperson's Chief of Staff or their designees shall jointly prepare the agenda and materials for the meetings. One or both of individuals shall (co-)facilitate each meeting.

The Advisory Council shall convene at least once each quarter, or four times annually. In addition to monitoring the County's progress toward realizing the objectives outlined in the County's strategic plan, the Advisory Council shall provide input and support for overcoming obstacles encountered by County employees working to advance the plan.

As appropriate, the Advisory Council shall provide input on the refinement and implementation of the strategic plan. Recommendations for significant changes to the plan (for example, changes to wording of the objectives, or reallocating employee time or County resources to achieve the objectives) shall require a written recommendation to both the County Executive and the County Board Chair for consideration and approval.

The Director of Strategic Planning and the County Board Chairperson's Chief of Staff or their designees shall jointly prepare the agenda and materials for the meetings. One or both of individuals shall (co-)facilitate each meeting.

SECTION 2. The provisions of this Ordinance shall become effective upon passage and publication.

Adopted by the Milwaukee County Board of Supervisors

April 17, 2020
11881731/5-6