



MILWAUKEE COUNTY

OFFICE OF CORPORATION COUNSEL 2023-2027 STRATEGIC PLAN

Vision: By becoming the best government law office in Wisconsin, the Office of Corporation Counsel increases equity and wellness in Milwaukee County.

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

The office's values align to those of Milwaukee County as a whole:

- **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.

While the Office of Corporation Counsel plays a role in advancing Milwaukee County's strategic plan overall, **we most directly advance the strategic goals highlighted in teal below:**

MILWAUKEE COUNTY GOALS

Create Intentional Inclusion

- 1A Reflect the full diversity of Milwaukee County at every level of county government.
- 1B Create and nurture an inclusive culture across Milwaukee County.
- 1C Increase the number of Milwaukee County contracts awarded to minority and women-owned businesses.

Bridge The Gap

- 2A Determine what, where and how we deliver services based on the resolution of health disparities.
- 2B Break down silos across Milwaukee County government to maximize access and quality of services offered.
- 2C Apply a racial equity lens to all decisions.

Invest in Equity

- 3A Invest "upstream" to address root causes of health disparities.
- 3B Enhance Milwaukee County's fiscal health and sustainability.
- 3C Dismantle barriers to diverse and inclusive communities.

More specifically, the Office of Corporation Counsel delivers on its mission by advancing four overall goals, each of which align to one or more of Milwaukee County’s overall strategic goals. The table below shows the alignment between the office’s goals and Milwaukee County’s. It also explains how we will know when we are successful at achieving each of the 2027 goals.

Office of Corporation Counsel’s Focus Areas	Milwaukee County Goal Alignment	2027 Goals	We Will Know We’re Successful When:
Organizational Strength	1A: Diverse Workforce 1B: Inclusive Culture	Solid systems promote ongoing learning, seamless transitions, and collaboration, ensuring that a diverse team is well-equipped and supported.	Robust succession planning infrastructure ensures employees have opportunities for advancement and knowledge transfer is seamless.
			Compared to 2022, by 2026 more employees agree that: <ul style="list-style-type: none"> • <i>There is enough training provided for all my regular job responsibilities.</i> • <i>Milwaukee County offers sufficient career development programs to its employees.</i> • <i>I have adequate chance for promotion.</i> • <i>Career advancement opportunities within Milwaukee County are clear to me.</i> • <i>My co-workers do a good job of sharing information.</i> • <i>There is a strong feeling of teamwork.</i>
			Consistent hiring and onboarding processes ensure an equitable start for every employee.
			Employee trainings are part of regular business, and employees have consistent learning opportunities that enhance their ability to advance Milwaukee County’s vision.
Integrated Information Systems	2B: Break Down Silos	Integrate and modernize information systems to better serve clients and the public.	All practice area and case information is searchable, stored, and managed in one system (CLIO). A free, user-friendly legal research bank is available to the public.
Upstream Prioritization	2A: Resolve Health Disparities 2C: Racial Equity Lens 3A: Invest Upstream 3B: Fiscal Sustainability	More of our staff time is spent on legal work that is upstream (e.g., mental health, housing impact litigation, etc.). The Office of Corporation Counsel has intentional checkpoints that serve as thought interrupters, improving critical thinking, organizational effectiveness, and its ability to advance Milwaukee County’s vision.	The Office of Corporation Counsel creates transformational change by expanding legal work that directly impacts social determinants of health. A racial equity lens checklist is consistently used and its impact is documented and shared.

To learn more about Milwaukee County’s journey toward racial equity, please visit [county.milwaukee.gov/Vision](https://www.county.milwaukee.gov/Vision).

To learn more about the Office of Corporation Counsel, please visit [county.milwaukee.gov/EN/Corporation-Counsel](https://www.county.milwaukee.gov/EN/Corporation-Counsel).

