



MILWAUKEE COUNTY

RACIAL EQUITY BUDGET TOOL

Date Submitted: July 15, 2022

Department: Office of Equity

Please note: each response field below has a 2,500 character limit.

OOE REBT RESPONSE NOTE: The 2022 adopted budget reimagined the Office on African American Affairs (OAAA) as the Office of Equity (OOE), expanding the scope and mission of the department. OOE launched on January 3rd, 2022 and is in the process of hiring staff and establishing key service lines to strengthen the County's reach and capacity to Create Intentional Inclusion, Bridge the Gap, and Invest in Equity. Some questions will not have responses as the department is still establishing processes and infrastructure. Questions with responses may not speak to OOE's internal operations, rather to the department's role as a resource, outreach, and capacity building partner to other County departments and divisions, or to the broader leadership, workforce, and residents of Milwaukee County.

STRATEGIC FOCUS AREA 1: CREATE INTENTIONAL INCLUSION

1. What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?

- OOE works closely with the Department of Human Resources to expand the reach and visibility of County workforce opportunities in communities that have been traditionally overlooked or minimized as potential pools of talent. OOE targets outreach supports/connection with affinity groups existing outside of mainstream recruitment arenas.
- OOE sponsors cultural community outreach events for departments and divisions with limited resources to target recruitment in diverse communities: Juneteenth, Puerto Rican Fest, Mexican Fiesta, Black Arts Fest MKE, Pride Fest, etc.
- OOE works closely with strategic communications and community engagement partners to promote and connect workforce opportunities within Black, brown, and other diverse communities: MKE Film, Hispanic Professionals of Greater Milwaukee, African American Leadership Alliance of Milwaukee, north and southside radio and publication outlets, etc.
- OOE is co-sponsor of 2022 Milwaukee County – [i.c.stars](#) program partnership with IMSD which provides young adults with diverse backgrounds apprenticeships and a pathway to IT-based employment opportunities within the County.
- OOE, with DHR and DAS together have positioned Milwaukee County as the lead public sector partner in the Milwaukee [Region of Choice](#) Initiative. The initiative is committed to increasing the number of Black and Hispanic/Latino employees and managers in Metro Milwaukee by 15% and 25% by 2024.
- An estimated \$75,000 to-date has gone toward strengthening the County's outreach and engagement efforts within communities of color to increase workforce diversity.

2. How do you use professional development and advancement opportunities to promote equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement (include staff time; does not have to be financial only)?

- OOE serves as the lead department for the County's membership in the Government Alliance on Race and Equity (GARE) which provides access to equity-focused professional development opportunities available to all County departments, leaders, and employees.
- OOE is in the process of hiring staff who will determine and provide professional development and other capacity building supports to County departments, leaders, and employees seeking to enhance their equity knowledge and practice.

3. Our employees can be a great resource for innovation and knowing what is working well and what needs work. Have you engaged a diverse group of frontline employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?

- Beyond engagement with County departments and strategy teams to determine support needs, OOE has not engaged frontline employees to inform the department's 2023 budget goals.

4. Are you tracking contracts with minority and women-owned business? If yes, please share percentages of each. If no, why not?

- Yes. 50% of OOE's current professional services contracts are with minority and women-owned business. Of those businesses, 2/3 indicate being both minority and women-owned businesses, the remaining indicate being only a minority-owned business.

STRATEGIC FOCUS AREA 2: BRIDGE THE GAP

5. How and when have service users, in diverse communities, and other key stakeholders been engaged to inform decisions about changes in funding levels for services provided in your requested budget (who was involved, what was the forum, what were the results)?

- Beyond engagement with identified strategic outreach, programming, and community engagement partners to determine needs, services aspirations, and supports, OOE has not yet engaged County service users to inform the department's 2023 budget.

6. Describe ways in which racial and economic data was used to prioritize resource distribution. (Data can include sources found in the resources section of this tool, department collected data, or any other relevant data from other sources.)

- OOE is using all available racial and economic data to inform the department's serviced, outreach, and community impact targets.

7. How does your budget reflect efforts to work across departments to break down silos to maximize access to and quality of services offered? How does this help us achieve the vision of achieving equity and health?

- OOE serves to support County departments in their efforts to achieve racial equity and improve health outcomes for all. Supports include providing advice, guidance, and technical assistance to eliminate barriers to access and inclusion and facilitating collective impact to strengthen the County's public health infrastructure with impacted residents and communities.
- Increase in personnel size and compensation indicates greater leadership, expertise, and accountability in the department to facilitate equity praxis, policy analysis, outreach, and community engagement capacity building across departments.
- Increase in advertising and community outreach indicates intentional commitment to reach and build trust with vulnerable communities historically left out of decision making.
- Increase in professional services will ensure the department and County has access to subject matter experts and equity resource partners to maintain the County's positioning as a racial equity leader, locally, statewide, and nationally.

8. What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?

a. What analysis did you do to determine the expected benefits and potential unintended consequences?

- Chapter 108 "Achieving Racial Equity and Health" of the Milwaukee County Code directs County departments to build infrastructure to achieve racial equity and close health and opportunity gaps along racial lines. Changes to OOE's budget increases staff capacity to support the County in these efforts and expands the County's direct engagement in communities of color to be partners in decision making.
- OOE's budget puts people of color and other vulnerable communities at the center of shaping the County's strategic plan priorities and strengthens the County's relationship with these communities through efforts that build trust, and greater awareness and access to services.
- There are many disadvantaged communities in Milwaukee County that need to be prioritized. OOE's budget expands outreach to target communities but will have some limitations in its ability to reach all communities in need of support and connection to County services.

b. What will your department do to mitigate unintended consequences resulting from your proposed budget changes?

- OOE will engage a diverse group of vendors and thought partners with reach in multiple communities and be intentional in our messaging, outreach, and distribution of resources to ensure all communities are served.
- OOE will prioritize communities and populations most impacted by poverty, health disparity, and other racialized inequities, using all available racial and economic data to target investment.

STRATEGIC FOCUS AREA 3: INVEST IN EQUITY

9. If your department were to receive some additional funding for addressing racial equity, what specific strategic plan priority would you address, what would be the project/activity and intended outcome, and *how much would it cost*? For each project/activity to receive further consideration during the Recommendation Phase of the budget, the department must also submit a Supplemental Budget Request form in Sherpa during the Request Phase of the budget.

- OOE aims to support progress making on all strategic plan priorities and partners with all County departments and strategy teams to accomplish that goal.
- While OOE is not, at this time, making additional specific requests for project/activity funding to address racial equity beyond those already existing and indicated in the department's submitted budget request, narrative, and Form 4000 supplemental requests, the department has encouraged departments and divisions to include requests for increased funding for Community Engagement spending to target and support efforts that ensure the just and fair inclusion of people color within the context of their operational functions.
- OOE will continue to work with each department and strategy team on projects and activities that impact racial equity. Specific projects may emerge with requests for additional funding in the latter phases of the 2023 budget cycle.

10. What is your department doing to dismantle barriers to diverse and inclusive communities, including meeting multilingual needs and other communication or accessibility barriers?

- OOE co-leads the 3C Diverse and Inclusive Communities strategy team. The team is tasked with working collaboratively with County, community, and municipal leaders across Milwaukee County to increase the quality of life and opportunities for residents of color in the urban core of Milwaukee, and to address barriers to inclusion in suburban communities to increase positive gains in areas such as affordable housing and access to opportunities for all through the County.
- OOE is working closely with diverse community partners and stakeholder groups, as well as with the appropriate County departments, boards, and commissions to better understand and incorporate processes and practice to meet the multilingual and accessibility needs of the department's various constituencies which include County staff, residents, and community partner organizations serving diverse residents and communities.



Appendices

Appendix A:
Glossary

Appendix B:
Frequently Asked Questions

Appendix C:
Resources by Strategic Focus Area

Appendix D:
Public Participation Model

APPENDIX A

GLOSSARY

Communities of color: In the context of the Milwaukee County Racial Equity Budget Tool, the term communities of color is interchangeable with Black and Brown communities and inclusive of all non-white populations of color.

Disadvantaged communities: A collective term for referencing communities that have historically experienced inequities where they learn, live, and work that were/are not optimal due to disenfranchisement, disinvestment, marginalization, racism and other systems of oppression.

Diversity: Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term “diversity” is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

Diverse group: As it relates to question 5, an intentional effort to include individuals from different racial, ethnic, gender, and social backgrounds proportionate to the diversity of the department.

Economic data: Numerical data collected based on service delivery criteria determined by departments.

Equity: The just, fair, and impartial treatment, acceptance, or behavior of people without favoritism or discrimination. Equity means righting wrongs, doing what’s right, and giving people what they need to thrive, which is different from equality, which means everyone gets the same thing regardless of circumstance or need.

Frontline employees: A grouping of Milwaukee County employees that serves as the initial point of contact for service users or a range of employees from all levels of the workforce with emphasis on the inclusion of direct service rendering staff.

Inclusion: Assurance that the culture, values, and opinions of individuals and groups are represented in the decision-making processes.

Inclusive workforce: A workplace environment that recognizes the contributions of all employees, while valuing their social status, race, gender, or other demographic classifications.

Key stakeholders: Both internal and external individuals, agencies, or organizations who participate in the planning, development, implementation and decision-making process of an activity, process, or service delivery. (AMOP: Key stakeholders are service users, the workforce, partners, governing boards, donors, suppliers, taxpayers, regulatory bodies, policy makers, funders, and local and professional communities.)

Multilingual needs: The ability of Milwaukee County departments to address linguistic needs for all service users through staffing, documentation, and other communication platforms.

Professional advancement: Opportunities for staff to build their capacity and ascend or pursue lateral movement to further advance their career trajectory.

Racial data: Demographic data collected by Milwaukee County departments that identifies the race/ethnicity of service recipients.

Racial equity: The just and fair inclusion of all people in society, regardless of their race/ethnicity, with unfettered ability to participate, prosper, and reach their full potential. Racial equity is achieved when race no longer determines one’s health and socioeconomic outcomes and when everyone has what they need to thrive and decide what’s best for themselves, their families, and their communities, no matter where they live.

Service user: Current or potential user of Milwaukee County services.

Unintended consequences: Outcomes of a purposeful action that are not intended or foreseen.

FREQUENTLY ASKED QUESTIONS

PURPOSE

1) What is the purpose of using this tool?

The Racial Equity Budget Tool (REBT) has many intended purposes:

- It is about making an intentional connection between the strategic plan and our budget. We cannot sufficiently change our institution if we do not think critically about how and what we are spending money on.
- Whether we are making investments or disinvestments, we must do so with racial equity as the key guiding principle to those important decisions.
- It is meant to spur conversation on topics related to the strategic focus areas among department leaders and employees so we are all challenging ourselves to think critically about our efforts to advance the vision.
- This tool is an opportunity to baseline departmental efforts to make informed enterprise-wide decisions.

These are only some of the many answers to why we are using a tool to assess budget decisions.

2) What other jurisdictions have used a racial equity budget tool? Where did the budget tool questions come from?

Milwaukee County's REBT builds on the success of other jurisdictions in implementing a budget tool. Jurisdictions Milwaukee County looked to for guidance include the City of Seattle, the City of Portland (Ore.), King County (Wash.), and the City of San Antonio. Resources from the Government Alliance on Race and Equity (GARE) were also used. The questions are largely framed around Milwaukee County's strategic plan.

3) How does this tool work when departments must make budget cuts year over year? What is the point of doing this when departments don't have a lot of latitude about what disinvestments to make?

Milwaukee County's structural deficit and budget challenges are no secret. However, Milwaukee County still has an annual budget of over \$1 billion. Whether the County is

making disinvestments or investments, those decisions must be made with racial equity at the forefront of decision-makers' minds. Departments should think critically about their current assumptions and spending versus shifting investments to address root-causes of inequities.

COMPLETING THE TOOL

4) Are there right answers to the questions?

Responses to this tool will inform our future action to see where Milwaukee County can improve on the path to health and racial equity. There is no right answer to the questions, and each department is starting in a different place, serves different people with different needs, and faces a different set of barriers and opportunities. While there are no right answers, the information provided in the tool will be used for decision making throughout the budget process and will be available to the public. Therefore, answers should be robust, defensible, and easy to understand. Your department's answer may look very different than another department's answer and that is okay as long as the answers address the question.

5) What if there are inequities to other groups other than racial groups? Should we be talking about those inequities in our analysis?

Yes! Milwaukee County is race forward, but not race exclusive. If there are other inequities identified in your analysis, please include them.

6) Does every department complete one tool, or is it one tool for each division?

Please submit one tool per department. Responses can be broken down at the division level within your department's tool, as appropriate. All questions should be completed.

7) Who is responsible for filling out the budget tool?

The department head is ultimately responsible for the content in the REBT. It is up to department leadership to determine who in their department is most appropriate to be involved in completing questions in the tool, which will differ from department to department. Likely people to include are department leaders, fiscal staff, administrative staff, and Racial Equity Ambassadors.

APPENDIX B

FREQUENTLY ASKED QUESTIONS

(CONTINUED)

8) Is this tool supposed to imply that we should be taking actions on each of these items? Are the questions meant to be directives to departments?

A budget is a reflection of priorities. Ultimately, Milwaukee County’s budget should reflect our values and advance our vision and strategic plan. However, we acknowledge our organization is on a journey to continuously improve our efforts toward health and racial equity. The REBT is meant to spur conversations among department leaders and staff about what they are and are not able to do in a given budget year to advance the vision. To that end, the tool is not an absolute directive to departments. In years one and two there were no set expectations, but in year three there is an expectation that departments show how their budgets help Milwaukee County make progress toward its vision.

9) How do I complete a Supplemental Budget Request form in Sherpa for responses to Q9?

Fiscal staff can refer to the Operating Budget Instructions for how to complete this form.

10) How do I use this when my work is statutorily required?

What services Milwaukee County provides is often statutorily required. However, how we do our work usually is not a directive. This tool is meant to challenge us all to think about how to do the enormous part of our work that is within our discretion and control.

11) Is there a standard approach all departments are expected to take to answer the questions?

No. Answer the questions based on the approach your department currently takes on these items.

12) What type of analysis is expected for each of the questions?

It depends on what your department is currently doing in each area. Please use the diverse expertise and experiences of staff in your department to determine the most appropriate way for your department to answer the questions.

13) What part of the budget is this tool being

applied to?

The REBT will focus on an equity analysis of decisions for new policies, programs, and plans under consideration, and the department’s ongoing commitment to equity. Your department is asked to identify what considerations are considered in the overall budget to maximize equitable outcomes.

USING THE DATA

14) Who will receive the data departments provide in the REBT? Who will be expected to answer questions about the information provided?

Responses to the REBT will be publicly available and will be presented to the County Board. If any decision-makers (e.g., County Executive, County Board Supervisors, department directors) have questions about the information provided in the REBT, the department should be prepared to answer them. We are all partners in Milwaukee County’s strategic planning effort to achieve racial equity, and the budget tool is in-part meant to inform and focus conversations around strategic priorities, understanding that not all questions have known answers or solutions.

15) What if someone questions the analysis, conclusions, or recommendations made in the budget tool?

Like all research and analysis, there will be questions and critiques and we should embrace these important conversations. The work presented in the budget tool should be defensible, but most of these questions do not have a clear right or wrong answer. If someone finds something wrong in the analysis, then we need to fix it. However, if it is a question about the interpretation and meaning of the analysis, then we can make space for different perspectives to find the best path forward with the information we have available.

16) Will the budget tool submissions be scored?

No, the REBT submissions will not be scored. However, they will be made available to the public and reviewed by the County Executive’s office, the Office of Equity, the Office of Strategy, Budget and Performance, and the Board of

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APPENDIX B

FREQUENTLY ASKED QUESTIONS

(CONTINUED)

Supervisors.

Racial Equity Ambassadors, people leaders, frontline staff).

LOGISTICS

If you need assistance understanding what the question is asking, contact your budget analyst for assistance.

17) When will the budget tool be due?

The REBT is due on July 15 — the same due date as the requested budget.

As in years past, “drop-in” sessions are being planned to assist departments with completion of the REBT. These sessions are expected to occur in June.

18) Where do I go if I have questions?

If you understand the question, but have difficulty determining how to answer a question, please first try to problem solve within your department by looping in additional experts (e.g.,

The Office of Equity should only be contacted about questions related to racial equity components (glossary, concepts, etc.) that are unclear and cannot be addressed by your budget analyst. Send correspondence via email to EquityOffice@milwaukeecountywi.gov.

APPENDIX C

RESOURCES BY STRATEGIC FOCUS AREA

STRATEGIC FOCUS AREA 1: **Create Intentional Inclusion**

- [2020 Milwaukee County Workforce Audit](#)

STRATEGIC FOCUS AREA 2: **Bridge the Gap**

- [American Community Survey](#) (from US Census Bureau – descriptions below from US Census Bureau)
 - [Data Profiles](#) have the most frequently requested social, economic, housing, and demographic data. Each of these four subject areas is a separate data profile. The data profiles summarize the data for a single geographic area, both numbers and percent, to cover the most basic data on all topics. (Can compare state/County/Municipal data. With some effort, can get zip code level data.)
 - [Narrative Profiles](#) are short, analytic reports derived from the ACS 5-year estimates. Each Narrative Profile covers 15 different topic areas and provides text and bar charts to display highlights of selected social, economic, housing and demographic estimates for a selected geographic area. (Easy to get zip code level data)
- [Personal Income Data](#) (Bureau of Economic Analysis) Per Capita Personal Income by State/County, 2016 – 2018 for the entire nation.
- Per Capita Income by County
- [Public School Enrollment](#) (Wisconsin Department of Public Instruction)
- [Private School Enrollment](#) (Wisconsin Department of Public Instruction)
- [State of Wisconsin WBE/MBE/DVE](#) This provides a list of all Woman/Minority/Disabled Vets Business Enterprise information. You can search by business name, by product/service, and by location.
- [Milwaukee County Diversity and Compliance Website \(B2GNow\)](#) Links to certified lists for the State of Wisconsin ACDBE/DBE/SBE Directory and the Milwaukee County approved DBE/SBE vendors (training available on using system)

STRATEGIC FOCUS AREA 3: **Invest in Equity**

- [Public Participation Model](#)

Additional County Resources

- [Strategic Plan \(Objectives\)](#)
- [Health and Equity Framework](#)

APPENDIX D

PUBLIC PARTICIPATION MODEL



	INFORM 	CONSULT	INVOLVE	COLLABORATE	EMPOWER/LEAD
PUBLIC PARTICIPATION GOAL	To provide the public with valanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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**ONE COUNTY
ONE VISION**

By achieving racial equity, Milwaukee
is the **healthiest county in Wisconsin.**

county.milwaukee.gov/vision