

M I L W A U K E E C O U N T Y



RACIAL EQUITY BUDGET TOOL



2024 BUDGET CYCLE

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

MILWAUKEE COUNTY VISION STATEMENT

Overview

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 biologic 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.

The Racial Equity Budget Tool (REBT) is a structured racial equity lens for departments to use to critically assess the impacts of budget decisions on communities of color. The tool is structured around Milwaukee County’s strategic focus areas to help departments and decision makers better understand the pain points and opportunities to advancing the County’s vision.

Milwaukee County’s Racial Equity Budget Tool (REBT) is designed to:

- Make intentional connections** between the strategic plan and the budget.
- Use racial equity as the key guiding principle** for important decisions regarding investments or disinvestments.
- Initiate conversations** on topics related to the three-year strategic objectives among department leaders and employees.
- Provide baseline data** on departmental efforts to inform enterprise-wide decisions.

Milwaukee County Strategic Focus Areas

In 2019, Milwaukee County launched its first strategic plan in 20 years. This plan explicitly recognizes that racism is a public health crisis and leads with the vision that: **By achieving racial equity, Milwaukee is the healthiest county in Wisconsin.**

As part of the strategic plan, Milwaukee County leaders have committed to use a racial equity budget tool to ensure resource allocations advance the strategic focus areas and vision. The questions in this budget tool were guided by the strategic plan and were informed by best practices from other jurisdictions and the Government Alliance on Race and Equity (GARE).

1. Create Intentional Inclusion

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

2. Bridge the Gap

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

3. Invest in Equity

- Invest “upstream” to address root causes of health disparities.
- Enhance Milwaukee County’s fiscal health and sustainability.
- Dismantle barriers to diverse and inclusive communities.

Instructions

1. Submit only one REBT per department.

The REBT should reflect an analysis of the suite of budget decisions per department. Within answers to each question, **details may be provided at the division level**, as determined appropriate. Decision points should be analyzed as part of the comprehensive effort that your department is undertaking in addressing racial equity in programs, plans, policies, and power structures. Since departments are often tasked with cutting their budgets to reflect a reduction from their previous fiscal year's budget, a REBT should also include an analysis of how proposed reductions may or may not burden Black and Brown individuals and communities.

2. Keep the focus on the analysis of departments' improvements, reductions, and overall budget.

The REBT will focus on a racial equity analysis of decisions for new policies, programs, and plans under consideration, and the department's ongoing commitment to racial equity.

3. Use demographic data to help your department determine benefits and burdens of new decisions and overall budget.

State and federally collected demographic data resources are provided in [Appendix C](#). Departments are encouraged to

use any data they collect on their service users throughout the completion of the REBT. Data from other relevant and credible sources a department may have is also acceptable.

4. REBT technical assistance information and opportunities.

REBT training and technical assistance opportunities will be available at dates to be determined and communicated later. All persons who may be expected to assist the department director in completing the REBT will be encouraged to participate. The learning opportunities (post COVID-19 pandemic) will take place on a Milwaukee County web-based platform (Microsoft Teams).

- If you understand the question, but have difficulty determining how to answer a question, please contact your Budget Analyst for assistance.
- The Office of Equity should only be contacted on questions related to the 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.

This is a fillable PDF form.
If fillable fields are not shown automatically, please make sure "Highlight Existing Fields" tab is selected.



MILWAUKEE COUNTY

RACIAL EQUITY BUDGET TOOL

Date Submitted: July 11, 2023

Department: Office of Corporation Counsel

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

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?

The Office of Corporation Counsel (OCC) in Milwaukee County recognizes the shared challenges faced by every department regarding retention and compensation. To fulfill our long-term objective of becoming a best-in-class government general counsel office and expand our capacity, it is imperative to make continued investments in OCC personnel. This includes increasing the number of OCC members and implementing competitive compensation packages that align with the complexity and quality of the work they undertake. Such investments yield significant returns, with every dollar invested in the OCC providing nearly a 3:1 return to Milwaukee County and its taxpayers. While the precise ROI to the County is being quantified, a straightforward comparison between the hourly rates of OCC lawyers and their private sector counterparts clearly illustrates the value they bring.

Under the leadership of Corporation Counsel Daun, the OCC has made substantial strides in centering Diversity, Equity, and Inclusion (DEI) within our daily operations. This commitment is exemplified through the establishment of an internal DEI team, which is dedicated to advancing DEI principles through various programs, activities, and educational initiatives. For instance, our office hosts a book club where thought-provoking literature on the history of systemic racism in our country is read and discussed. This initiative fosters critical dialogue and a deeper understanding of the challenges we face as a society.

Furthermore, the OCC encourages our attorneys to engage in pro bono work outside of their regular duties, aligning with the mission of Milwaukee County. This allows our attorneys to utilize their legal expertise to support causes that promote social justice and equity. Additionally, we are organizing volunteer and community service events that involve the entire office. These activities provide an opportunity for OCC staff members to actively contribute to the well-being of our community and forge stronger connections with the residents we serve.

Competitive compensation and securing funding for our DEI programming are the primary hurdles we face in retaining our diverse and inclusive workforce. Despite these challenges, the OCC takes pride in its commitment to maintaining a workforce that embraces diversity and inclusivity at its core. We recognize the importance of compensating our employees fairly and providing resources for meaningful DEI initiatives, as these factors are vital for attracting and retaining top talent and fostering an environment where all individuals can thrive.

In summary, the OCC acknowledges the challenges of retention and compensation faced by departments throughout Milwaukee County. Through continued investment in OCC personnel, competitive compensation, and an unwavering focus on DEI, we strive to cultivate an exceptional workforce and fulfill our mission as a government general counsel office dedicated to serving the diverse needs of Milwaukee County and its residents.

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?

The OCC's leadership is actively engaged in the establishment of objective professional development metrics and feedback processes that are tailored to the unique services provided by the OCC, such as litigation, advisory work, and transactional matters. These metrics and processes will differentiate between performance expectations in both new areas of practice and areas of established expertise. Additionally, they will encompass aspects such as emotional intelligence (EQ), a commitment to equity, and intentionality in daily work, as well as fostering a sense of cultural ownership, accountability, and responsibility within the office. Implementing objective feedback and development processes is crucial to ensuring employee engagement, satisfaction, productivity, and morale. These elements, in turn, support the OCC's overarching commitment to equity and its mission.

The OCC has actively expanded its engagement with professional organizations and affinity groups, fostering valuable connections and partnerships. Furthermore, internal training opportunities have been enhanced by leveraging the expertise and knowledge of both internal talent and external professional relationships. The OCC has developed an annual calendar of planned training and diversity programming, ensuring a regular cadence of learning and development opportunities for staff members. Additionally, all staff engage in regular one-on-one meetings with their direct supervisors, which serve as valuable mentoring and coaching sessions.

Looking ahead to the fourth quarter of 2023 and beyond, the OCC is committed to providing staff with additional opportunities for advanced specialized training in various practice areas. By investing in ongoing professional development, the OCC aims to continuously enhance the expertise and capabilities of its workforce, enabling them to deliver exceptional legal services and contribute effectively to the office's overall mission and commitment to equity.

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?

The OCC maintains a consistent budget from year to year, with minimal noticeable changes for front-line employees. OCC leadership prioritizes transparency and ensures that all staff members have access to information regarding compensation and recruitment. Open communication channels are established to allow staff to provide feedback on various aspects such as priorities, office systems, programming, and more, both formally and informally throughout the year.

A significant focus for the OCC is the implementation of a comprehensive timekeeping and workflow tracking process. This initiative aims to achieve several objectives:

1. Quantitative risk and return on investment (ROI) reporting to the County Executive and Board, providing insights into the impact and value generated by the OCC over time.
2. Development of quantitative key performance indicators (KPIs) to measure the effectiveness and efficiency of operations.
3. Optimal allocation of time based on the impact of a case or project on the OCC's mission, community trust, operations, legal precedent, and financial considerations.
4. Cross-charging other departments based on actual utilization and market rates, promoting fairness and accurate cost allocation.
5. Enhanced collaboration with County insurers, Risk Management, and outside counsel for improved coordination and efficiency.
6. Empowerment of OCC team members to manage hybrid work environments, support professional development, and foster strong client relationships through better time management and client education.

These metrics will play a crucial role in driving the future evolution of the OCC, including strategic budgeting in the upcoming years. The development of these metrics is a collaborative effort in partnership with all OCC staff members, ensuring that the process is inclusive and reflective of the collective expertise and perspectives within the office.

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

The OCC's involvement in managing contracts with outside counsel law firms is limited, with the office overseeing only a small number (less than 5) of such contracts. The selection of outside counsel law firms used by the County is primarily controlled by County insurance companies, including entities such as Wisconsin Counties Mutual Insurance Corporation and AIG.

Despite these limitations, the OCC actively influences equity contracting practices through various means:

1. **Leading by example:** The OCC sets a precedent by maintaining a diverse workforce, with approximately one-third of OCC staff comprising diverse professionals. This significantly surpasses the representation found in many private law firms within the region.
2. **Collaboration with outside counsel firms:** The OCC works closely with outside counsel firms to identify and promote diverse talent, encouraging these firms to prioritize diversity in their own ranks.
3. **Alignment with County's mission:** The OCC requires outside counsel firms to approach their substantive work for the County in a manner that reflects the County's mission, emphasizing the importance of equity and fairness.
4. **Demographic data requirement:** Outside counsel firms engaged by the OCC are required to provide demographic data, allowing for a better understanding of their own diversity and helping to foster accountability.
5. **Support for equity contracting:** The OCC offers legal advice and contract negotiation assistance to support departmental equity contracting efforts. This assistance focuses on finding pathways to access and opportunities, rather than getting caught up in outdated legalistic obstacles.
6. **Data analysis and collection:** The OCC supports requests to analyze and collect demographic data across the County and among County contractors. This information is essential for identifying areas of improvement and fostering greater equity in contracting practices.

Ultimately, the OCC aims to minimize its reliance on outside counsel firms. As the OCC continues to build a diverse and inclusive team, it seeks to reduce the use of certain firms if they fail to demonstrate meaningful commitment to racial equity and diversity in the legal profession. In collaboration with the Wisconsin General Counsel Forum, Corporation Counsel Daun has played a key role in initiating a comprehensive analysis of attrition, retention, and recruitment of diverse talent among major private law firms in southeastern Wisconsin. This initiative is funded by participating law firms and conducted in partnership with the University of Wisconsin-Milwaukee, demonstrating the OCC's dedication to driving progress in the legal community's diversity efforts.

STRATEGIC FOCUS AREA 2: BRIDGE THE GAP

5. How and when have service users, in diverse and inclusive 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)?

The OCC employs proactive strategies to ensure diverse and inclusive hiring practices. When seeking new hires, the office actively advertises in minority professional publications and engages in outreach efforts through partnerships with affinity organizations such as the Minority Corporate Counsel Association (MCCA), National Bar Association (NBA), Hispanic National Bar Association (HNBA), Wisconsin Association of African American Lawyers, and Wisconsin Hispanic Bar. These are few of examples of OCC leveraging connections with various organizations to attract a wide range of diverse candidates and tap into talent pools that may not be reached through traditional channels.

Furthermore, the OCC team actively participates in various community activities to enhance the office's visibility and recognition. This includes collaborations with local law schools to establish internships, which not only provide valuable experiences for students but also offer insights into the diverse talent emerging from the local legal pipeline. By engaging with law schools, the OCC strengthens its connections with the legal community and fosters relationships with emerging legal professionals.

For example, the OCC was the catalyst for and remains a leader within Wisconsin's General Counsel Forum, as the Forum pursues a first-of-its-kind multiyear quantitative and qualitative analysis of the attrition of female and nonwhite attorneys from large Southeastern Wisconsin law firms (as well as the corresponding paucity of representation amongst equity partners and the partner committees that determine compensation and other executive decisions), led by a tenured professor and researcher at UW-Milwaukee. In addition, the OCC is a member of the DEI Hack-a-thon planning and sponsorship committee, an effort being spearheaded by Northwestern Mutual, which aims to crack open and solve the persistent and pernicious "lack of diversity in the law" problem, scheduled for fall 2023.

In addition to these efforts, every staff member within the OCC is provided with opportunities to join legal affinity groups and participate in specialized educational programs. These initiatives serve to further enhance the office's community impact and promote ongoing learning and professional development among team members. By encouraging involvement in legal affinity groups, the OCC fosters connections within the legal community and creates avenues for networking, mentorship, and support.

Through these various initiatives and partnerships, the OCC actively cultivates a diverse and inclusive workforce, expands its community engagement, and remains at the forefront of promoting equity and social justice within the legal profession and the wider community.

6. Describe ways in which racial and economic data were 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.)

Demographic data from outside counsel law firms used by Milwaukee County has been and will continue to be published by the OCC. In addition, the OCC will continue to publish its internal demographic data. As a department that primarily serves other County actors, we vigilantly assess equity within our department.

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?

The OCC supports integrated decision making, grounded in equity, through formalized client education (through trainings, guides, opinions, etc.), assisting clients in daily conversations about racial equity, removing purported legal barriers to data collection and analysis relating to race and other demographics (for example, the COVID-19 dashboard). We encourage community involvement by all staff and as an office to deepen trust-based relationships within the County and beyond, to foster accessibility, continue to develop the OCC's reputation, and to build partnerships to help achieve the County's mission.

A major objective for the OCC is to continue to expand and update current client guidance/training, including online guides organized by subject matter, a publicly accessible and searchable OCC opinion database, in-person learning sessions and finally, to introduce public listening and info sharing sessions by the OCC. We also aim to formalize an annual calendar of trainings and community outreach published and publicized well in advance.

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

When the OCC is unable to exercise management over outside counsel or is unable to recruit and retain a diverse set of attorneys and paraprofessionals, numerous negative impacts result:

- Litigation of critical matters tends to be focused only on the immediate financial and legal risk to the County, not on the County's long-term equity goals (arguments and strategy/tactics that may suit an individual case may be incompatible with the bigger picture County mission and equity writ large)
- Litigation cost controls are nearly impossible to deploy and it is nearly impossible to track real costs to the County of litigation year-over year, costing the County millions.
- The County's ability to ensure quickly and efficient settlement of matters where our wrongdoing is clear is impaired, further eroding the public's trust in the County.
- Currently, due to a lack of work tracking and matter tracking systems, as well as a lack of integrated risk management software, the OCC cannot reliably quantify these impacts.
- The OCC is doing everything it can to ensure appropriate outside counsel/matter management. We do not have the tools needed to do this.

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?

The OCC would implement an integrated matter and risk management system. The cost is likely over \$75,000 up front with additional implementation costs and annual upkeep. It may require retention of an expert consultant (~\$20,000) to identify the appropriate and most cost-effective IT systems solution for the OCC's unique needs. **In addition, in the wake of SCOTUS's Harvard/UNC admissions case, in which SCOTUS ruled that explicit race-based governmental programming is unconstitutional, it is critical that the OCC reinvigorate training specifically for governmental lawyers regarding racial equity, but more importantly, to make an investment in training departments and outside**

counsel. Because of the *Harvard* decision, this is more important NOW than it has ever been and whether we invest in these resources will likely determine whether we achieve the County's mission. OCC has reached out to the Office of Equity to begin this discussion. We estimate focused programming to cost around \$10,000+/year.

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

The OCC is highly reflective of the community in which we serve. We are a diverse group of legal professionals dedicated to enhancing diversity in the legal profession. We partner with the Office of Equity for a series of learning sessions for our team. We have also set a vigorous calendar of events aligning with heritage months, County activities, external community events and affinity groups. Our team has also participated in several book clubs that focus on the history of race in America, including the 1619 Project, Vanguard, White Privilege, and the Color of Law.

Our office is dedicated to addressing bias in the outside counsel firms we retain. **This requires an investment in training, led by the County/OCC.** Many law firms have maintained inequities for females and people of color long past other professions, where progress is being made. Under OCC leadership, we have surveyed firms for their diversity and for the programs they are instituting in their firms to address low minority retention rates. Setting requirements for diverse legal professionals to perform work we send to outside counsel is one way we can make a deeper impact.



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 are no right answers 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

[GO TO QUESTIONS \(REBT FORM\)](#)

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. We fully expect that some departments’ answers to some of the questions will be that they are not doing anything this year with an explanation about why that is the case. Looking ahead to future years, departments will be expected to show how their budgets help Milwaukee County make progress toward its vision.

9) 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.

10) 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.

11) 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.

12) 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

13) 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.

14) 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.

14) 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 Performance, Strategy and Budget and the County Board.

FREQUENTLY ASKED QUESTIONS

(CONTINUED)

LOGISTICS

16) When will the budget tool be due?

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

17) 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., Racial Equity Ambassadors, people leaders, frontline staff).

If you need assistance understanding what the question is asking, contact your Budget Analyst for assistance.

The Office of Equity should only be contacted on 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 balanced 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 input 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.

ON THE COVER



“WELCOME TO THE PEOPLE’S HOUSE”

Artist: Tia Richardson

Commissioned in 2020. Used with permission of the artist.



MILWAUKEE COUNTY
HEALTH &
RACIAL EQUITY

**ONE COUNTY
ONE VISION**

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

county.milwaukee.gov/vision